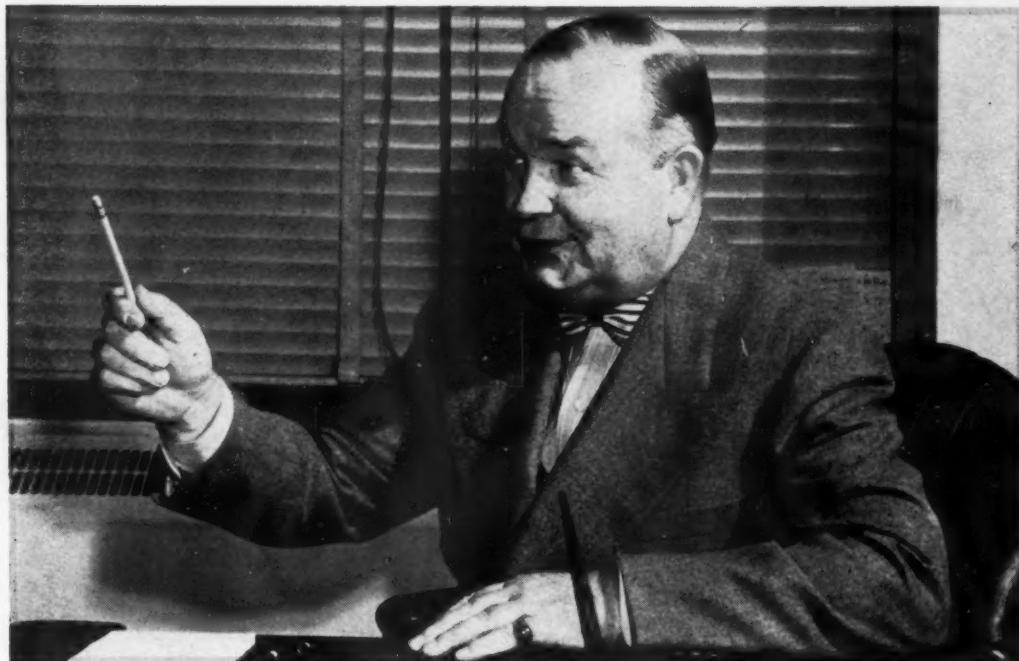


Sales MANAGEMENT



GASOLINE'S IN HIS BLOOD: W. A. MacDonald, sales chief of Kaiser-Frazer Corp., arms 3,900 dealers for the hottest fight the auto industry has ever known. See page 105.

SALES STRATEGY THAT OPENED A RICH NEW MARKET FOR RIT

A CAMPAIGN THAT LIFTED THE PRICE OF THE PRODUCT,
WON NATION-WIDE DEALER PUSH, AND LIFTED SALES TO A
FIGURE GREATER THAN THAT OF THE WHOLE INDUSTRY PRE-WAR.



Moths don't breed in the pocketbooks of REDBOOK Massachusetts!

These pocketbooks are thickly settled with dollars.

And if they weren't open a good deal of the time, they couldn't take in the \$211,000,000 family income of Redbook, Massachusetts.

You can't have a very close-mouthed pocketbook if you're going to buy \$35,000,000 worth of food in the course of a year—and nearly

\$5,000,000 worth of drugs and cosmetics. That's the way they spend their money in Redbook, Massachusetts.

\$115 is certainly a low pro-rata page rate to reach the \$211 million Redbook, Massachusetts market, isn't it? Just think of it—50,000 free-spending Redbook families, 12 times a year, for \$1580!

**HIT 'EM WHERE
THEY LIVE.
.....IN** **REDBOOK U.S.A!**

*Send for the Redbook State-by-State analysis of family buying power.
Write or phone Redbook, 230 Park Avenue, New York 17, New York*

PUT YOUR PRODUCT IN THE REDBOOK NATIONAL SHOW

It's a show that is being seen each month by a free-spending young audience with a \$6,000,000,000 income.

They pay \$4,000,000 just to get front seats at 12 performances of this outstanding array of fiction entertainment.

\$44,100 makes the Redbook National Show your show, 12 times a year in full pages, drawing these eager young spenders to your product.



JACK LEBOVITZ



Young Philadelphia artist has 300 cartoons printed in *Heigh-De-Ho*, unique newspaper for talented youngsters, organized under sponsorship of The Evening Bulletin.

The Evening Bulletin has a little independent newspaper within itself—*Heigh-De-Ho*—a regular feature written for and by the young people of Philadelphia.

The columns are open to all. Contributors receive one point for each article, poem or cartoon published. The youngster who earns six points becomes a *Heigh-De-Ho* "News Hawk." There are now more than fifteen hundred regular "News Hawks"!

Heigh-De-Ho was founded by The Bulletin in June, 1937. Since that time uncounted thousands of Philadelphians have written for it. Each daily mail brings in more than one hundred contributions. And *Heigh-De-Ho* now has its own radio program, a variety show presented every Saturday morning over The Evening Bulletin station, WPEN.

Here, again, is another of the special activities which show how closely The Bulletin lives with the people of Philadelphia. These special activities help to explain why Philadelphians of all ages look to The Bulletin . . . why they trust its editorial content . . . why they use its advertising columns as their reliable shopping guide.

★ ★ ★

The Evening Bulletin is easily first in Philadelphia, with the largest evening circulation in America. It is read by four out of five Philadelphia families.

IN PHILADELPHIA—NEARLY EVERYBODY READS THE BULLETIN

AUGUST 1, 1946

Sales MANAGEMENT

THE MAGAZINE OF MODERN MARKETING

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in WABCity?



You are now looking at four of the best-known salesmen in the richest and biggest market in America...WABC's 33-county Daytime Primary Area*.

They work for WABC—and for many advertisers. They *could* work for you, too.

Reading from left to right:

ARTHUR GODFREY (6:00-7:45 A.M., Mon.-Sat.)

The irrepressible redhead has never been better—he's now at his all-time audience peak.

PHIL COOK (8:15-8:30 A.M., Mon.-Sat.)

"The Man of a Thousand Voices"—and hundreds of thousands of faithful listeners.

MARGARET ARLEN (8:45-9:00 A.M., Mon.-Sat.)

She always has been—it looks as though she always will be—New York's leading woman's commentator.

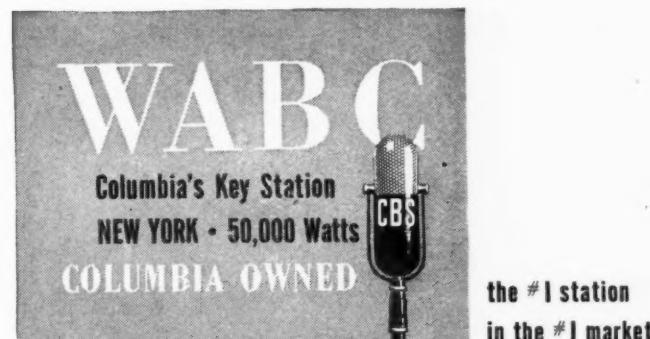
BILL LEONARD (9:15-10:00 A.M., Mon.-Sat.)

Have you heard his "This Is New York"? It's WABC's newest show—and already one of New York's best.

All four of these programs are among New York's top 10 locally-produced, non-network shows. (See your June Pulse Report.)

If you want to tell your story to hundreds of thousands of families in the New York market, any one of the four can do it for you. Call WABC, or your local Radio Sales office, for details.

*CBS Listening Areas Study, 7th Series.



REPRESENTED BY RADIO SALES, THE SPOT BROADCASTING DIVISION OF CBS
NEW YORK, CHICAGO, LOS ANGELES, ST. LOUIS, SAN FRANCISCO, ATLANTA

The Human Side

MEALS ON WHEELS!

A trip from New York City to New Haven on the famed Merritt Parkway, in spite of the scenic wonders, the four-lane roadbed and a cruising speed of 40 MPH, has resulted in more family battles, more cross children and more sales in New Haven restaurants than you'd believe could be attributed to a mere highway. Why? Simply because the Parkway has never permitted a restaurant or roadhouse to despoil its sculptured splendor. You can drive the entire span of it and never encounter the lowly hamburger!

Thanks to one of the starving horde who has reached New Haven in a state of pernicious anemia, the situation may reverse itself soon. A lady made the suggestion to a Mr. Laurance I. Graham that he browbeat, if necessary, the Parkway officials into permitting him to operate a sort of Meals-on-Wheels trailer fleet where the hunger-wracked could find surcease.

The lady knew her man. For this Mr. Graham is none other than the gentleman who created the Bird Cage restaurant for Lord and Taylor, and the Charleston Gardens for B. Altman. Furthermore the Meals-on-Wheels idea had been Mr. Graham's cherished dream for a long time.

Already Mr. G. is operating his first Meals-on-Wheels trailer, on Route 7, out of his own noted Outpost Inn



HAMBURGER'S BETTER . . . from the restaurant on wheels!

near Ridgefield, Conn. On the assembly line is a fleet of the trailers, ready soon to go out onto the highways as a sort of Mercy Fleet to the hunger-ridden. The trailer, or mobile unit, is one-man operated, can sell 1,000 ready-to-serve items such as sandwiches, baked goods, ice cream, milk, coffee, soup, griddle items, casserole and insulated hot plates, without returning to the commissary. All that's needed to get the units rolling over the Merritt Parkway is the approval of the Governor of Connecticut and of the board which governs the Parkway. To operate a Meals-on-Wheels unit over the Parkway will necessitate the building of drive-in cut-offs where a starving

traveler can park his car without cluttering up the express highway. Mr. Graham is exerting no pressure. He prefers to let his invention stand on its own merits—and to let his reputation for providing only the finest in food-stuffs stand for itself. No mere purveyor of food in excellent restaurants, Mr. Graham also served as consultant to the War Food Administration and the O.P.A.

He likes to call his Meals-on-Wheels unit, "the restaurant that follows the appetite"; points out the boon one of the units would be to the crowds that follow sporting events, dog shows, horse shows and other Connecticut activities. Plants in the vicinity of Stamford, Bridgeport, and Danbury are already enjoying the Graham food, via a Meals-on-Wheels unit. Seemingly there's no place a unit can't go!

28 MEN AND A HORSE

Our tale begins in the Pacific several years ago. A P.T. boat, part of the famous Squadron 7's flotilla, lies at anchor in a palm-shaded lagoon. In the radio room a bunch of young officers are indulging in the Naval tradition of "bull slinging."

"The trouble is," one downy-cheeked Ensign was saying, "we got too much time and dough and no outlet."

A few moments later a business was born. Maybe the boys had read too many stories about tycoons who started with a two dollar ante and ran it up a cool million. Maybe what happened to them is simply what happens to any group of business men who are cut off from business. Maybe they simply had a collective sense of humor. Suffice to say that when someone suggested they all toss a ten spot from each salary into a kitty and go into business there wasn't a dissenting voice to be heard.

Right then and there they drew up their charter. "Wildcat Enterprises" was what they called themselves and the only two stipulations they wrote into it was that any investments made by the company had to be the kind which "would give pause to a reasonably prudent man," and that any investment must "make good dinner conversation."

In between that act and the next curtain a couple of years elapsed. Every one of the 28 got home—unscathed. By this time their money was burning holes in their pockets. First thing they bought—decided on that fateful day—was a horse. Long before William L. White wrote his best seller with the unfamiliar word in its title, the boys decided it would be an excellent thing to own a horse named "Expendable." A race horse they decided was the quickest way to make a fortune or break yourself.

With the money they had left over the group did the one really mundane thing of Wildcat Enterprises's career—they opened a bank account. George Walbridge, the young advertising manager of Utica-Mohawk Sheets and

First in Houston!
... THE HOUSTON CHRONICLE'S
Exciting New

**SUNDAY ROTOGRAVURE
MAGAZINE**

... rings the bell!



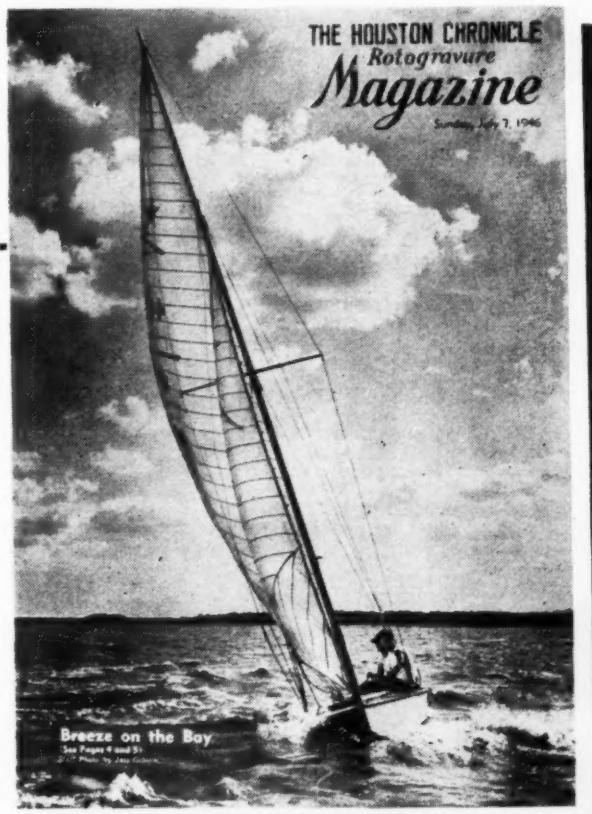
Another *first* for The Houston Chronicle!

This sparkling new rotogravure magazine has been acclaimed by readers and approved by advertisers. Edited locally, its pleasing appearance and high reader interest ring the bell. Advertisers have been quick to recognize the *selling power* of this new medium. In fact . . .

ALL JULY AND AUGUST ISSUES HAVE BEEN COMPLETE SELL-OUTS!

We suggest early space reservations for fall and winter issues.

The Houston Market is sold when your story is told . . . in The Chronicle



Take advantage of this added *selling power* in the rich Houston market. Write direct or communicate with our representatives for full details.

**THE HOUSTON
CHRONICLE**

R. W. McCARTHY THE BRANHAM COMPANY
National Advertising Manager National Representatives

First In CIRCULATION and ADVERTISING for the 33rd CONSECUTIVE YEAR

332,000

*North Jersey Families
intend to buy*

NEW FURNITURE

*... according to the recent
report of New Jersey's Department
of Economic Development*

239,378

*families buy the
NEWARK EVENING NEWS*

*... net paid average for our
first six months of 1946*



"A top RETAIL SALES market of the U. S. A."

one of the 28, was dispatched to see his uncle, an officer of one of the biggest banks in New York City. This uncle was delighted to find that George was going into business for himself on the side—almost fainted dead away when George gave him the company's name!

Now about "Expendable." In 1945 she was entered 21 times. She ran first six times, second six times, third six times and out-of-the-money three. The other night she and the boys gave a party for the press, the movies, and their friends on the occasion of the first running under her new name at Roosevelt Raceway. She had, in the meantime, even gotten a public relations agency! Abbott Kimball Co. got wind of "Expendable" and Wildcat Enterprises and decided they wanted to represent them in hopes of selling the story to the movies.

These "imprudent" young men seem to be fitting into "very prudent" organizations since they got back home. Jack Senbower, for instance, has just been appointed head of the personnel, public-relations and training for the Houston area of Shell Oil Co., Paul Rennell is with Grace Lines as an important cog of its Freight Traffic Department. And among the partners of Wildcat Enterprises, is one Francis McAdoo, Jr., a name of which you're no doubt cognizant.

LADIES' MAN

Of all breeds of womankind, the young of the species is most unpredictable. Junior Miss, bobby soxer, teenster, or what you will, she is still young enough to have to listen obediently in the classroom and give some semblance of conformity at home, but in her own crowd, her habits, dress, lingo, and favorites, fit no outsider's groove.

Now we give you Albert E. Schimmel, the male of the species. From his New York City office, he manages the millinery departments of a number of shops on the East Coast and throughout New England.

This occupation is guaranteed to give its practitioners women on the brain, especially teen-age women. Because hats for Teena are a ticklish subject. In fact, the lack of suitable styles for this age group has caused many of them to go hatless altogether.

Since no one seemed to know what made a teen hat tick, and since he had to know if his selections were to sell, Mr. S. decided to find out for himself. He told New York City's Board of Education his problem, appealed to them for a group of about 30 junior high and high school misses from all the boroughs . . . soon had his quota.

Now he is the proud possessor of the Junior Millinery Advisory Council which meets every month or so after school and tries on hats like mad. With so many girls around, Mr. S tries not to be conspicuous. He walks about quietly listening carefully to the comments. Occasionally he'll pick up a hat and ask, "Like that?" Then someone will try it on and all the rest will tell how they think it looks on Elsie and wonder how it would look on them, with the result that the hat goes on quite a number of heads. After both hats and panel are exhausted, Mr. S. stands treat to an order of ice cream and cake all around or takes his brood on a tour, perhaps to a factory where hats are blocked and finished.

NEWS REEL



C. R. HOOK, JR., is the new assistant to the president for personnel, Chesapeake & Ohio, Nickel Plate and Pere Marquette railroads.



PREScott A. TOLMAN, 10 years with Eastern Air Lines, Inc., has been named general traffic and sales manager of the company.



AMERICAN TYPE FOUNDERS SALES CORP., the sales organization for American Type Founders, Inc., and associated suppliers, has named its officers, including Louis E. Pleninger, vice-president in charge of export sales, and Carl D. Proctor, vice-president in charge of domestic sales.



GEORGE T. JAHNKE is the newly appointed director of advertising for The Liquid Carbonic Corp., which he has served since 1919.

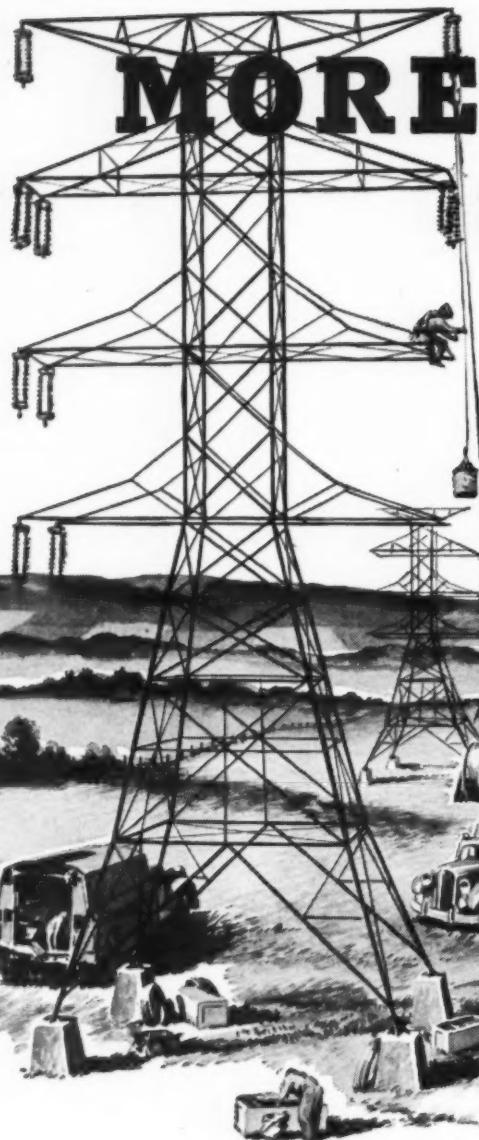


CYRIL A. ROMBACH, SR., is named general sales manager of Tomlinson of High Point, Inc., household furniture manufacturers.



GEORGE A. HORMEL & CO. appoints R. H. Daigneau, vice-president in charge of hog abattoir operations, vice-president director of sales, and R. F. Gray, who started with the firm in 1927 driving a sausage sales truck, executive vice-president and general manager of the company.





MORE POWER

to Mr. and Mrs. Colossus!

WITH the war over, Rural Electrification throws the switch into top speed... bringing benefits to the American farmer and his wife that are changing their whole outlook.

An estimated 3-billion dollars is earmarked for electrification, with a billion-and-a-half allocated to new line-construction alone. Farmers will spend another half-billion of their own money for wiring.

Mr. and Mrs. Colossus are opening their bulging purses for appliances, too. 19% plan to buy radios; 28.2%, refrigerators; 21.3%, washing machines; 18.5% to install running water. There will be utility motors, cream separators, power-tools,

electric lighting. And electrification will call for new linoleum, new draperies, new furniture and fixtures. The list is colossal!

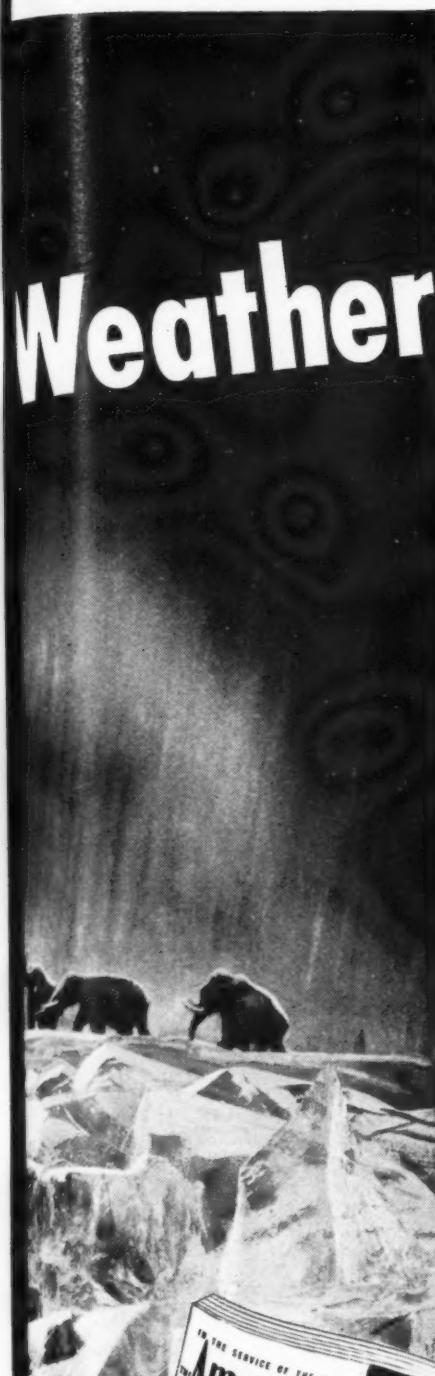
High-lines are the high-signs of sales. Figures show 53.1% of Country Gentleman homes within $\frac{1}{4}$ -mile of these high-lines. 40.5% of CG homes were already connected in 1940, against a national average of 30.4%.

Country Gentleman's 6-million readers are concentrated among the nation's top-half farms that control over 4/5 of the total farm income. Basic magazine in America's biggest industry, Country Gentleman offers a gigantic market that looks to you for goods... and advertising guidance.

Country Gentleman

NATIONAL SPOKESMAN FOR AGRICULTURE
A CURTIS PUBLICATION

SALES MANAGEMENT



Win Wars?

Tomorrow an enemy could conceivably reduce great chunks of our continent or of Europe to a bleak, glacier-covered wilderness!

Rear Admiral Luis de Florez, Deputy Director of the Navy's Office of Research and Inventions—in an American Magazine article titled **Weather—the New Super Weapon**—describes for you man-made weather and other equally terrifying war weapons. As one of America's outstanding authorities on modern warfare, he insists we no longer dare think of war in terms of outmoded tanks, ships, and planes. In simple, forceful language, he offers his alternative to the horrors World War III could bring. You'll find it all in the September issue of **The American Magazine**, on sale today.



The
American
Magazine

ROWELL-COLLIER PUBLISHING CO., 250 PARK AVE., NEW YORK 17, N. Y., PUBLISHERS OF THE AMERICAN MAGAZINE, COLLIER'S, AND WOMAN'S HOME COMPANION

AUGUST 1, 1946

His
"O.K."
Packs a punch
with 6,000,000
Farm families



County AGENT
VO-AG TEACHER
OR
EXTENSION LEADER

Maybe you never thought of it before, but farmers get a lot of their ideas and buydeas from their County Agents, Vo-Ag Teachers and Extension Leaders. These are the influence men of the farm market. The men whose "OK" carries a lot of weight with 6,000,000 farm families. The men who get a lot of *their* ideas from Better Farming Methods—for 18 years their business magazine. Does that give you an idea?

14,000 CCA circulation

**Better
FARMING
METHODS**



WATT PUBLISHING CO., MOUNT MORRIS, ILL.

THE
*Scratch
Pad*

BY T. HARRY THOMPSON

Politicians and copywriters still talk about the "threat" of inflation. When I pay a buck for a pair of garters that used to be 35 cents, that's inflation . . . or a reasonable facsimile.

If the editors of *The Reader's Digest* are scraping the barrel for subject-matter, they might try some of these: "The False-Teeth Racket" . . . "The Eye-Glass Racket" . . . "The Psychiatry Racket."

"Biscotta," alias Henry Obermeyer, says it's difficult to get Sen. Claghorn into a bridge-game. He won't play "North."

Jim Gallagher thinks it's "conspiracy" when copywriters keep tooting about history and the imposing background of the founders, just to get an okay. He further tells me the motto of one "Amos Mugglesby" at pan-time during hospitalization: "Never change nurses in midstream!"

I liked this quickie by Bob (Camel Cigarette) Hawk . . . the one about the guy who swallowed a fountainpen. A friend said: "What on earth did you do till the doctor got there?" and the man replied: "I used a pencil."

Dick Dickson copied the following from "I Like It, Buddy," by L. E. "Cy" Frailey:

THE HORSE BEHIND THE CART

Some workers generate so much enthusiasm thinking about a better job that there is none left for the jobs they are on. They are like Uncle Ezra.

Old Ezra had been very busy with a pencil, over by the stove. Suddenly, he exclaimed happily: "Doggone if I ain't learned to write."

So Maw looked at the paper on which he had been scrawling. "What do it say, Paw?" she asked. "I don't know," he said. "I ain't learned to read yet."

Old Uncle Ezra had the right idea. He wanted to improve himself, but he had put the cart ahead of the horse.

So it is with the worker who craves a better job so much that he overlooks the importance of faithful performance on the job he now holds.

If you don't like what you are now doing well enough to give it your all, how can you expect to win promotion?

Worst pun of the week: "New life for the OPA was Chester Bowles of cherish."

HEADLINE PARADE
Is your morgue alive?—*The New York Times*.

The \$1,000,000,000 Cat.—*The Mead Corporation*.

Why does a bridge wear red suspenders?—*National Lead Company*.

What tools these Briddells be!—*Briddell of Crisfield*.

The drive that shifts for itself.—*Oldsmobile Hydra-Matic*.

Should a girl tell her parents everything?—*Ex-Lax*.

It isn't your necklace they'll notice, Pet!—*Mum*.

Select your rut with care; you'll be in it for 500 miles."—*Warner & Swasey*.

Good old United Tastes of America.—*Seagram's 5-Crown Whisky*.

Scotch and Water.—*Mary Lewis Scotch-plaid bathing-gear*.

I got a smile out of Red Skelton, who, as Junior, the bad little kid, said he was going to let the air out of the airedale.

Writes Bernard Lundy, assistant advertising manager of Liquid Carbonic: "Has anyone thought of greeting Boris Karloff with: 'Hi ya, tall, stark, and hauntsome'? And have you ever reflected that truth is no stranger to friction?"

NIT—"Did you hear that chimpanzee sounding-off?"

WIT—"Yeah; a regular harangue-utang."

Jack Lutz reports a large electric sign recently erected atop Hamburger Heaven in midtown Philadelphia, but it reads: "Hamburger

SALES MANAGEMENT



HERE'S A NEWSPAPER
BLANKET TO WARM
YOUR MARKETS!

THE DENVER POST

AVERAGE NET PAID CIRCULATION
6 MONTHS ENDING MARCH 31

Daily 193,700
Sunday 314,365
Roto, Comic, Magazine 347,521



If you aren't in
THE DENVER POST
you aren't in the
ROCKY MOUNTAIN EMPIRE

Editor and Publisher
PALMER HOYT

Represented Nationally by
PAUL BLOCK AND ASSOCIATES

THE DENVER POST

The Voice of the Rocky Mountain Empire

3

But "I" appeal is more than that. It gives the advertising man an ideal opportunity to tell the features of his product. When the reader's in a particularly receptive mood, when she's open to suggestion, when she's free of suspicion—that's the time your advertising story can make its deepest impression on her.



4



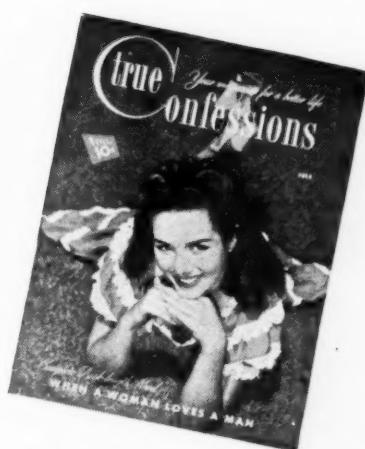
The average *True Confessions* reader is a young, married housewife—usually between twenty and thirty years old, with more than one child. She enjoys a good, steady income.

She's in the market for millions of dollars' worth of goods—and she spends millions every year.

5

You have a unique opportunity to sell the young housewife on your product when you advertise in *True Confessions*. Combine its "I" appeal with your advertising's "Buy" appeal—you'll see why *True Confessions* is a really hard-pulling medium.

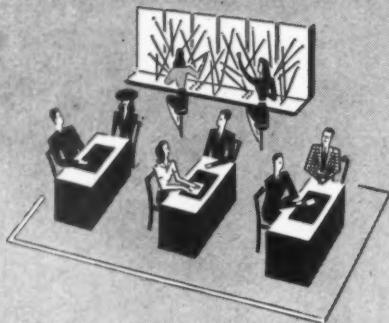
true
Confessions



FAWCETT PUBLICATIONS, Inc., 295 Madison Avenue, New York 17, N. Y.

WORLD'S LARGEST PUBLISHERS OF MONTHLY MAGAZINES

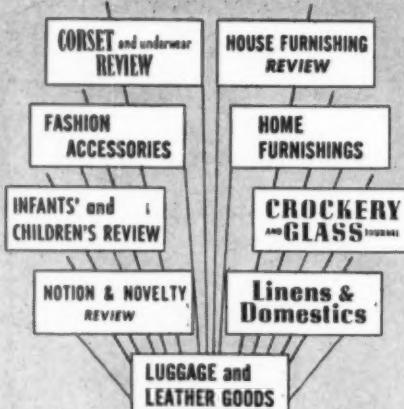
"information please"
for the
merchandising world



Over the phone . . . by mail . . .
by personal visit . . . thousands
of requests for information
pour into Haire Readers'
Service Department.

Four vital fact sources
back the authority of this
Readers' Service staff:
continuous files of all
Haire Publications; the
Haire Merchandising Library;
the sixteen annual directories;
plus the Haire editorial staffs
and their network of
correspondents.

The confidence earned by Haire
"Information Headquarters"
is reflected in the advertising
lineage of each of the nine
Haire Merchandising Papers.



HAIRE
MERCHANDISING PAPERS

HAIRE PUBLISHING COMPANY
1170 Broadway, New York 1, N. Y.
New York • Boston • Pittsburgh • Chicago
Detroit • St. Louis • Los Angeles • Atlanta • London

WASHINGTON
BULLETIN BOARD

Trade-Mark Bill

With passage of the Lanham Trade-Mark Bill, what is the best way to find out what happened on the multiplicity of the Senate and House disagreements and amendments, and what finally emerged in the bill?

This bill, bandied about in Congress for years and finally passed, is the first extensive revision of the trade-mark laws in 25 years. It can be extremely important to most business firms and sales executives, but contains so many major and minor details that a digest is impossible in this space. Executives concerned with any aspect of the trade-mark question should make the study a "must."

At this writing, a Public Law number has not been assigned to this legislation. However, you can get a copy of the Law by writing to your Congressman or Senator asking for the "Lanham Trade-Mark Act." (H.R. 1654) That will give you the text of the law. In addition, ask your Congressman for a copy of "Conference Report on H.R. 1654, 79th Congress, 2nd Session, House of Representatives Report No. 2322." This report explains the meaning of several sections of the Act. Ask also for a copy of Report No. 1333 of the Senate Committee on Patents, which explains the Lanham Bill.

Main object of the bill is to gather together all trade-mark laws and place them in one statute. It should be noted that the conference report limits to the Federal Trade Commission the right to apply for cancellation of trade-marks on grounds specifically stated in Section 4 of the bill. As the bill first went through the Senate, it gave that right to the head of any Government agency.

The Lanham Act takes effect one year from its enactment. In addition to various provisions for necessary registrations, tucking in the benefits of previous Trade-Mark Acts and consolidating them making registrations incontestable after five years continuous use, cancelling registrations after six years unless due use is shown, the Act provides: (1) Permission for courts in actions involving registered marks to order can-

cellation of registrations or the restoration of cancelled registrations; (2) Limitation in scope of remedies against certain innocent infringers and newspapers, magazines, and similar periodicals.

Interpretation and application of the Act are going to come along thick and fast. Procedural questions will be involved both before the Patent Office and the courts. All litigation, however, will be fully reported in The United States Patents Quarterly. You can order it upon request to the Bureau of Patents, Washington, D. C.

Revaluing Canada's Dollar

What will be the effect on Canada as a market for U. S. products resulting from the government's action putting the Canadian dollar on a parity with the U. S. dollar?

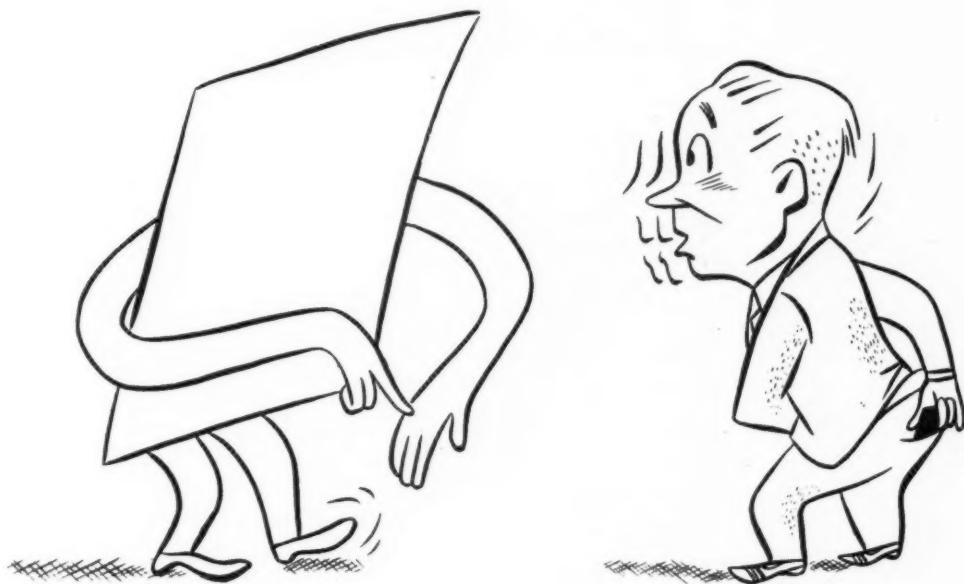
Washington economists and business men foresee a favorable effect and probable increase in Canadian demand for U. S. goods. Canadian importers can increase their imports from the U. S. by 10% and keep the same relative ratio as heretofore, since they no longer must pay 10% premium for the U. S. dollars when purchased with Canadian funds.

On the other hand, the action eliminates the 10% discount enjoyed for the past seven years by Canadian manufacturers on export sales to the U. S. Canada has always bought more from the U. S. than she has sold here, and the dollar parity should result in a still further increase of purchases.

FTC Revises Rules

What is involved in the "Revised Rules of Practice" of the Federal Trade Commission?

Federal Trade Commission late last month issued a revision of its rules of practice specifically to comply with the Administrative Procedure Act approved by President Truman on June 11. Generally speaking, the revision puts into specific language many of the principles long followed by FTC but not actually stated in previous rules.



A BLANK SHEET OF PAPER THAT SELLS

A good impression has a lot to do with making sales. That applies to direct mail selling as well as personal selling.

And in direct mail selling, the good impression is made not only by the tone of the message, the effectiveness of the letter, but by the paper on which it is written as well.

That is why we recommend genuinely watermarked Atlantic Bond for the letterheads and envelopes of sales letters. It has the feel of business . . . the looks of business. It makes a fine impression . . . does a good job . . . sells.

*Atlantic
Bond*

MADE BY
EASTERN CORPORATION
BANGOR, MAINE

"LOOKING OVER 105 YEARS OF SERVICE"

A short time ago I spent a day looking through our files, back over 105 years. And the data covering services rendered Prairie Farmer readers and WLS listeners astonished even me. From thousands of cases, here are just a few: Secured a raise in the price of mint oil, benefiting a whole rural industry—helped a whole community down in Indiana settle a \$20,000 account—saxophone delivered—railroad repaired fence along right of way—righted inequality between churches and taverns in the wartime use of rationed sugar—effective campaign to bolster egg prices—live stock claim paid—lost crate recovered. What a record of service to the people of "Lincoln Land"!—B.D.B.



"The history of a business is revealed in its files."

Burridge D. Butler
President, Prairie Farmer and WLS



Who Vouches For You?

These few examples of service to readers and listeners—and there are thousands like them in our day-in-and-day-out activities—are significant to every advertiser. They show how Prairie Farmer-WLS is the spokesman, the champion, and the servant of the people of "Lincoln Land." They demonstrate clearly the time-seasoned confidence of these people *in us*, which in turn definitely leads to confidence in advertisers vouched for *by us*.

Your sales messages in Prairie Farmer and on WLS will be accepted because these prosperous rural and urban people believe in *us*. Using these mediums together means multiplied selling power . . . "plus" results with economy.

Where Prairie Farmer-WLS
Influence is Concentrated
Among 14,000,000 People



PRAIRIE FARMER
CHICAGO *and* **WLS**

BURRIDGE D. BUTLER, President

Used as a TEAM they PENETRATE DEEPER

Some new provisions are added—most of them to assure fair and impartial treatment of parties appearing before the Commission.

For instance, one new rule provides that such parties may prosecute interlocutory appeals from rulings of trial examiners when it is shown that prompt decision of such appeals is necessary to prevent undue expenditure of time and money in the event of a reversal. It also provides that, at the close of the taking of evidence, any party may notify the examiner that he will move the Commission to reverse or modify any or all of the examiner's rulings; whereupon, the case cannot be concluded until the Commission has acted upon the appeal. Another rule provides that any party or examiner may demand oral argument.

On the matter of evidence, a new rule states: "The burden of proof shall rest upon the proponent of any proposition; trial examiners are expressly required to base their recommendations upon the greater weight of evidence; to admit relevant, material and competent evidence, to exclude irrelevant and repetitious evidence, and to recommend no order except upon consideration of the whole record and except as such order may be supported by . . . competent and substantial evidence."

Copies of the new Rules of Practice As Amended may be obtained now upon written request to the Federal Trade Commission, Washington, D. C.

Anti-Trust Violations

What assurance is there that those "holding the line" on prices during the OPA demise and mix-up may not be accused of anti-trust violation—a charge which seems to be as threatening as ever despite the death of the original OPA?

Legal authorities in the Justice Department and other Government agencies generally agree that "holding the line" on prices does not violate the Clayton, Sherman or Fair Trade Practices Acts—as long as it is done under "competitive conditions." On the other hand, evidence of agreement within industries for "price maintenance" can readily be construed as Anti-Trust Law violation. The Justice Department, sparked by Assistant Attorney General Wendell Berge, intends to remain avidly on the Anti-Trust trail. Price fixing, as such, will be one of its principal targets—especially during any inflationary period.

SIGNIFICANT TRENDS

As seen by an editor of SALES MANAGEMENT for the fortnight ending August 1, 1946

LABOR SEES THE LIGHT

The sudden ending of price controls had one immediate salutary effect and that was the immediate acceptance by union labor leaders of the responsibility which they and their workers have for increasing production.

Bosses Phil Murray and William Green are pleading with their members to turn out more and more goods. The current issue of the A.F.L. *Labor's Monthly Survey* stresses a point which industrialists have been shouting for a long time. The magazine has a cartoon divided into two parts: The first part shows a store with shelves empty and prices up. The twin cartoon shows shelves full and prices down.

Accompanying text says, "We were already in the current of inflation and some price increases are inevitable to readjust production to more satisfactory levels. Minor temporary increases can be absorbed with little permanent change in the purchasing power of our wages. *Our major need is increased volume of production . . . Wage earners can best stabilize their wage dollars by helping to increase volume of production which can wipe out scarcities and the danger of run-away inflation . . . Our safety lies in getting through this period of transition with no major increases in costs or stoppages of production.*"

It looks as though neither management nor labor has been adjusting its sights to current realities. We have shortages everywhere—and yet we have the greatest civilian production on record. The answer is that the average standard of living has been raised tremendously. Millions who never had the good food, the good clothes, the good entertainment that you and I have always been accustomed to, now have them. That—plus commitments abroad—explains why we have shortages despite greatly increased production.

The National Industrial Conference Board reports that a new record in civilian per capita consumption of food may be established in 1946—with average consumption rising 14% above the average for 1935-1939. At the same time our total industrial production during the first five months of 1946 was 61% greater than in 1939—all of this despite material shortages and crippling labor disputes.

To get a proper perspective, perhaps it is wise to compare those figures with those for the year 1919, after the first world war ended. During that year production rose 17% above the output in the last pre-war year of 1914.

Dr. John R. Steelman, new director of the Office of War Mobilization and Reconversion, in a report to the White House said last week, "There is abundant evidence that pre-war years are forever obsolete as a measure of the requirements of the today and the future. Not only are there more people—more consumers—in the U. S.

than before the war, but more people are working and receiving higher incomes than ever before in peacetime."

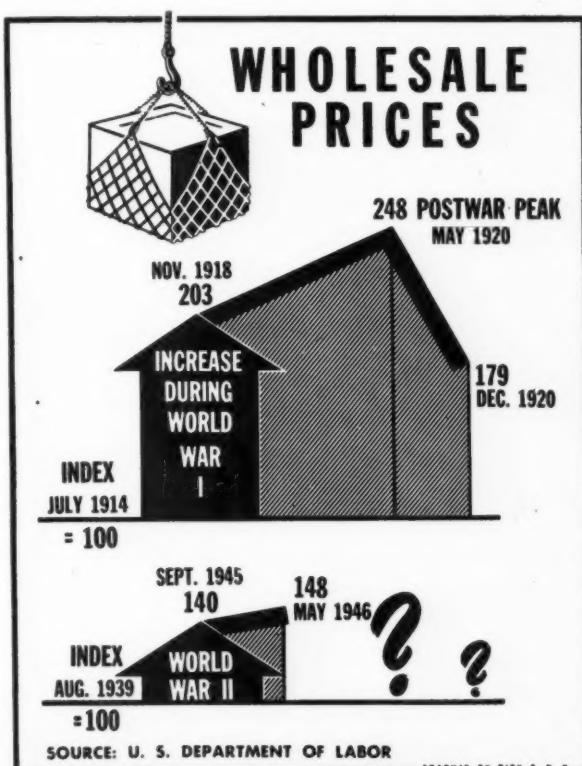
Actually there are today, according to the Bureau of the Census, 140,386,509 people in the country. That was the count as of January 1. This represents a gain of 6.6% since the last census in 1940 and compares like a shining light with an increase of 7.2% for the entire decade, 1930-1940.

START TO SELL

The end of the OPA started something else. It made buyers cautious. This applies both to business buying and consumer buying. Merchants do not want to get stuck with merchandise which is unsalable either because it is overpriced or inferior in quality. One of our subscribers who is the sales manager for an organization which sells to all of the larger chain stores in the country says that those who used to order by the hundreds or thousands of gross are now ordering on a distinctly hand-to-mouth basis.

"It may not be official," he says, "but if this is not a buyers' strike I do not know what to call it." Fear of customer reaction, the psychological force to hold prices down, is rapidly replacing Government force.

A. W. Zelomek, of the International Statistical Bureau, believes that the present cycle should reach a peak within



6 to 9 months, to be followed by a decline lasting from 6 to 12 months. Then there should be a period of at least 5 years in which business will be very active but competition will be intense. That's one man's opinion but he has a pretty good record for forecasting.

ARE YOU REALLY "NATIONAL?"

The heads of many organizations consider themselves as national advertisers and national distributors because they do some national advertising and their goods are "available" on a national basis. But very few organizations have distribution and acceptance which is uniformly strong throughout the Nation.

This was demonstrated very conclusively a few years ago by the Scripps-Howard Newspapers which made pantry shelf surveys in a dozen cities, and currently it is easily determined by studying a few of the consumer surveys which are alike in pattern. Two years ago the Omaha *World-Herald* took an unusual step when it began to make annual consumer analyses which are patterned after those which have been made by *The Milwaukee Journal* for 23 years. Both studies present buying habits, brand preferences, ownership and dealer distribution in identical categories of consumer goods.

The comparison of the 1946 editions of both books shows that very few organizations are strong in both markets. Here, for example, is the list of products picked at random showing the percentage of families using each product in the two cities.

	<i>Milwaukee</i>	<i>Omaha</i>
Maxwell House	9.8	2.6
Cream of Wheat	9.7	12.9
Kellogg Corn Flakes	44.2	25.7
Pillsbury's Flour	36.9	17.3
Heinz Catsup	50.9	81.3
Del Monte Grapefruit Juice	4.6	13.8
Pet Milk	13.3	30.5
Hormel's Spam	68.3	44.9
Gaines Dog Meal	39.1	7.6
Lux Flakes (as used for fine fabrics)	41.6	13.4
Max Factor Lipstick	20.1	10.5
Roma Wines	14.1	27.6
Pepsi-Cola	19.0	4.0
Hoover Vacuum Cleaners	17.0	39.3

What does it mean? One salesman better than another? Ingrained buying habits which can't be changed overnight? Lack of enough—or the right kind of—advertising? If you sell to consumers we suggest that you get these two books and find out how you and your competitors stand.

SIGNIFICANT SHORTS

It's Billions, Not Millions: There was an error, which embarrasses us no end, in the Marketing Pictograph on page 65 of the July 15 issue. Our usually accurate artist friends attempted to simplify our original copy and the net result makes for strange reading. In the upper half of the pictograph the net profits after taxes of American industry should read "billions of dollars," instead of "millions." Several of our ever-alert readers caught that one quickly.

Wallace Not a Bad Prophet: Federal figures show that the number of persons employed was 56,700,000 in June. Don't you remember hearing people say that Henry Wallace was crazy when he talked about 60,000,000 jobs by 1950? With three and one-half years to go that goal should be realized.

More People Own Their Homes: During the past five years war conditions induced an increase of 4.8 million in owner-occupied dwelling units, as compared with an increase of 2.7 million in all occupied dwelling units. In 1940 only 43% of all private families owned the homes in which they lived, but by 1945 the total had reached 53%. Today there are more than three times as many owner-occupied dwelling units as in 1890—so reports the Bureau of the Census.

Boston Conference on Distribution: The always worth-while Conference on Distribution will be held at the Hotel Statler, Boston, on October 14-15. It will be the 18th of the conferences master-minded by Dan Bloomfield. The successful Boston pattern is likely to be followed in similar conferences being planned for Canada and the Middle West.

What Is a "Fringe" Market? The aggressive publishers of the Hometown Daily Newspaper Group in the far west can stand a lot of needling, but they definitely show irritation when some Easterner (i.e., east of Denver) talks about "fringe market" and "secondary coverage." Then they boil. "Is it a 'fringe market' when from two-thirds to three-fourths of your product is sold there?" the Hometown Daily publishers righteously demand. According to their agency, McCann-Erickson, Inc., they generally win their case.

Who Makes It? *The Saturday Review of Literature* recently ran a questionnaire in which they asked readers to identify the publishers of the 20 current best-sellers in the country. Of the first 362 readers to report, 189 did not know the name of a single publisher, 48 knew only 1—and so on. Many of the participants in the contest were librarians and booksellers. All of them are better-than-average in their knowledge of books. If you can solve the problem of how to make a motion picture company associated in the average moviegoer's mind with consistently good pictures or a book publisher with consistently good books, you could practically write your own ticket.

Orchids to Hotpoint: War veterans' housing will get all-electric kitchen packages of major appliances immediately as a result of a voluntary allocation plan by Edison General Electric Appliance Co. Builders must show that a veteran will actually occupy the house. Careful distribution plans have been worked out to assure equal distribution in all parts of the Nation.

The Magazine Spiral: Since 1929 the number of consumer magazines having membership in the Audit Bureau of Circulations has jumped from 319 to 471; the total number of copies distributed has jumped from 455 million to 1.537 million, and the gross annual revenue from circulation has zoomed from \$148 million to \$348 million.

Philip Salisbury



Sales Strategy That Opened a Rich New Market for Rit

As told to Lester B. Colby BY PHILIP H. SCHATZ

Vice-President and General Sales Manager, Rit Products Corp., Division of The Best Foods, Inc.

The product was a despised ten-center in a slipping industry. Then science and sales took over. Today Rit is selling more home dyes than the entire industry sold pre-war . . . and is spending more for advertising than the company's total sales volume for any pre-war year.

Rit Products Corp., manufacturer of home dyes, is selling more dyes of this type to housewives than the entire industry sold prior to World War II.

During the war years it turned the entire business topsy-turvy. It did it through the laboratory and an advertising and selling campaign that the Wise Men in this highly specialized field said was impossible. It lifted the popular unit sale from 10 cents to 25 cents. It made a "seasonable" item into an all-year item.

The story of home dyes is a long one, a story fraught with many setbacks and heart-aches. Since its beginning it had been an axiom in the

industry that women would never pay more than ten or fifteen cents for a package of dyes. Because of the small volume and poor turnover, dealers had no heart in selling dyes. They went under the counter, were hidden somewhere on dark shelves or didn't come out of the back room. Merchandising dyes was all but unknown. Sales, it has been said, were "by request only."

There were, perhaps, a dozen manufacturers of the product scattered throughout the United States. Almost without exception they fiddled along more or less aimlessly while household dye consumption steadily decreased year after year. In

fact, the business seemed to be going from bad to worse. If we had all the business of our competitors, it still wouldn't have been enough. We decided that we had to increase the use of dyes.

Ever since the first World War synthetic materials have grown by leaps and bounds. People have found that these goods were so durable and beautiful that very soon they became among the most widely used of all fabrics, not only for wearing apparel

ABOUT THE PHOTO:

(above)

Technicolor minute movies effectively dramatize the "true color" appeal of Rit. Audience count for 3 weeks, in 1,205 theaters, showed film was seen by 24,663,965 persons. Photo is a "still."

WINDOW-DISPLAY STOPPER: In promoting the new Rit, economy was played down, and emphasis was shifted to fashion, style and freshness. Windows like this one suggested applications of the improved product.

but household fabrics, too. These fabrics included hundreds of variations such as Acetate Rayons, Celanese, Spun Rayons, Nylon and many others—sometimes being used alone and at other times in mixtures such as Cotton - and - Celanese or Wool-and-Spun Rayon.

These were wonderful fabrics, but they brought the dye industry a terrible problem because a great proportion of these fabrics were "undyeable" with ordinary household dyes. Women—who, by the way, couldn't tell if a material contained "undyeable" synthetics—would try to re-dye a garment and find it a disappointing mess. It was vital that something be done about it. From the test tubes of Rit chemists a product was developed that would dye these materials as well as all of the natural fibers—and that did it so perfectly that we felt safe in introducing it to the market in 1940. At that time better than 67% of all women's wearing apparel—dresses, lingerie, undergarments, etc.—were manufactured wholly or partly of the so-called "undyeable" synthetic or man-made fibers.

Bold Price Policy

In developing this new type of dye for all fabrics, the cost was increased to such an extent that we could not attempt to market it at the old retail price of 10 and 15 cents. Hence, we were confronted with the problem of establishing a price which had been unheard-of in the past for a household dye—25 cents per package.

Naturally we were in doubt as to the acceptance this would receive from the consumer. We decided to use Denver as the guinea pig for what we considered an experiment. The Denver market was isolated. It didn't overlap into other markets. We could use trial and error there and if we made mistakes, they would not injure us generally. We took the dive boldly, with two years of product and market research behind us.

The only real encouragement we had in this entire picture was the fact that during this introductory period we found that professional cleaners and dyers were not interested in accepting women's garments



to be dyed; and if they did, it would be at the owner's risk. The price would be anywhere from \$2.50 to \$5.00 per garment. This was a ray of sunshine in furthering our efforts on All Purpose Rit.

In introducing the product there were four points we wanted to determine: (1) Would the product perform successfully in actual use by housewives? (2) Was the price right insofar as consumer acceptance was concerned? (3) Was there a definite market? (4) What kind of advertising and how much advertising would we need to do the job? If there were any "bugs" in the product or the campaign we felt, operating in the isolated Denver market, they could be cleaned up without reflecting on our established business.

We were so confident that All Purpose Rit was so perfect that right away, in this first market, we offered it to the consumer under a guarantee. It was a very broad guarantee. We promised that if the product did not produce satisfactory results, not only would the purchase price be refunded but that we would take the garment and do a satisfactory dye job in our own laboratory.

This guarantee was underwritten by Lloyd's of London, and an insurance certificate was left with every dealer in the territory and was displayed prominently with our dyes.

Next, the package was modernized. For the first time in the history of the dye business there was actual identification of the color by a swatch on both ends as well as the face of the package. Then, too, illustrated step-by-step directions were placed on the

inside so they could be easily and readily followed. This was a change from the small-type directions on the outside of the box where they are likely to become soiled or smeared.

The merchandise was sold in cabinet assortments—quantities selected in accordance with the known popularity of the colors which naturally governed the proportionate sales volume. The cabinets were upright and open-face. And for once in the history of the dye business cabinets enjoyed continuous display in prominent locations in dealers' stores.

Plan Promotion Formula

In planning this campaign of advertising and merchandising All Purpose Rit Dyes, a definite attempt was made to project the potential sales with the relative advertising budget, and based upon this what proved to be a highly satisfactory formula was established. We used radio, newspapers and technicolor movie shorts.

Acceptance was so encouraging in the first group of markets, and the sales so far in excess of our expectancy, that our expansion into other markets actually had to be slowed up. A war was on and supplies were curtailed. Later, when it became evident that clothing had to be used as long as possible and the economic value of home dyeing was recognized as a factor in winning the war, more chemicals were allotted to us.

Since the return of peace, with the lifting of Government controls and increased competition, the dyes we need are harder to get than in wartime. However, in spite of all handi-



FROM OBLIVION TO STARDOM: Dealers were required to buy a cabinet assortment when they stocked the new All Purpose Rit. This policy brought Rit out of under-counter bins, won for it prominent display.

Dyes by nature are a convenience item. Sales are infrequent. A woman buys a dye when she needs it. She seldom anticipates her need. She is not prompted by the price factor. She does not know if she will want royal blue tomorrow, scarlet next week or maybe jade green in a month or six weeks. She makes her buy, selecting her color according to her immediate need, whim or desire. To make sales we must convince her that she wants to dye some fabric.

Our work in this direction extended itself to home economists, home demonstration agents, teachers, and so on. We now have a Fashion and Home Economics Bureau serving in this field. We have found it to be a strong force in building and creating new users. Gradually we have developed a whole series of books and booklets to give people new ideas and suggest new uses of dyes. Some of these are:

Dressmaking with Color — Suggestions for the proper color for the blonde, the brownette, the brunette and the redhead; how to "re-convert" the old dresses that have out worn their welcome; recipes for "high fashion" colors; how to do "two-color" dyeing, tie-dyeing, snowflake patterns, etc.

Decorating with Color — the story of how to work over all sorts of old fabrics into draperies, lampshades, slipcovers, bedcovers and fluffs and ruffles; to make a dark living room brighter; the solution of window problems—all without cost by using a variety of suggested cloths and fabrics, except for the small cost of the dyes.

Children's Clothes for Spring and Summer — These include chapters on "Sun Fashions for the Younger Set," "To Suit a Young Man's Fancy," and "New Color for Hand-Me-Downs." Certain colors are popular with children and these are listed. "Rules for Remake" are given.

Braided Rugs Bought Up-to-Date — Tells how to get fresh new effects in making the braided rugs so dear to the hearts of our grand-

caps, we have now carried our advertising and merchandising to all parts of the nation. We did this step by step, moving from one territory to another, in this manner:

1940—The Denver region
 1941—Utah, New Mexico, Texas, Oklahoma, Kansas and Missouri
 1942—Illinois, Indiana and Wisconsin
 1943—Louisiana, Alabama, Mississippi, Arkansas, Tennessee, Kentucky, Ohio, Western Pennsylvania, West Virginia, Michigan, Minnesota, Iowa, Nebraska, and the Dakotas
 1944—Georgia, Florida, and the Carolinas
 1945—Arizona, California, Oregon, Washington, Idaho, Montana and Nevada
 1946—Maryland, District of Columbia, Eastern Pennsylvania, New Jersey, Delaware and New York

We learned in the Denver trial that not only was there a definite market for All Purpose Rit but that the price was acceptable to the public. Dealers welcomed the new product and the price because they liked a quality product and a larger unit of sale. It followed that they pushed All Purpose Rit over the lower priced and less satisfactory items. In fact, so phenomenal was its success that we had difficulty in keeping production on a level with demand.

Our distribution was through cross-road general stores and dry-goods, notions, variety, department, chain drug, independent drug and syndicate stores. The bulk of our

merchandise was sold for distribution through wholesalers, with whom we worked with closest cooperation.

Simultaneously with the breaking of our advertising, which was carried on area by area as we entered the various fields, we would send missionary crews into the territory we were entering. These would tell the dealers the story of All Purpose Rit and write their orders. Our job was two-fold: Educational and selling.

In teaching the dealer how and why a commodity of this type should be featured and sold we had a carefully outlined plan. All functional operations were timed simultaneously to defeat the old bugaboo of "Me, too . . . cheaper!" and the like, getting there ahead of us.

Our first step in entering a territory was to have issued releases from the media carrying the campaign, scheduled on a 52-weeks-a-year basis. Radio stations and newspapers were most cooperative, through their merchandising departments, in sending out broadsides, postcards, letters, jumbo cards, radiograms, blow-ups, etc., to independent dealers announcing our schedule and also telling them that Rit would be around shortly to give them complete details.

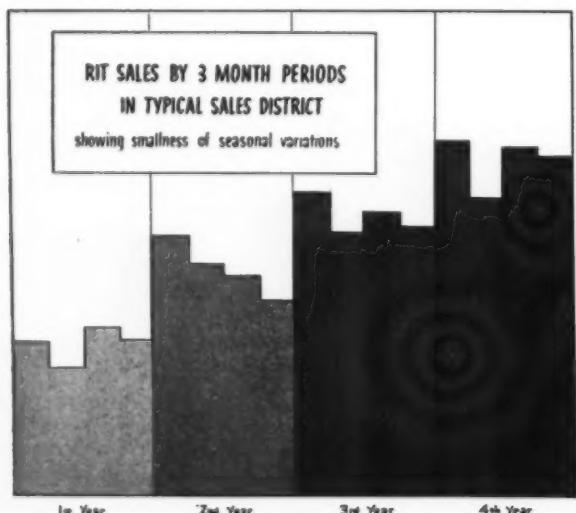
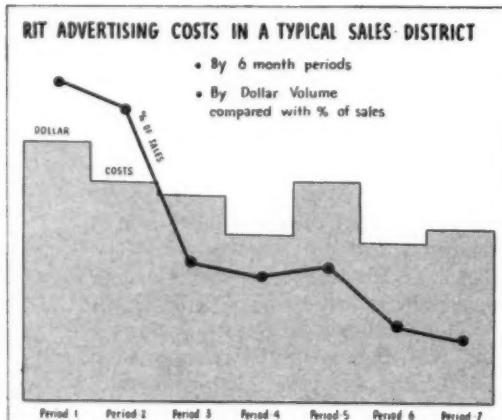
In the advertising the subject of home dyeing was approached from a new angle. Less was said of economy. Instead, it became a joy and pleasure. Fashion and style were emphasized, with savings following as a natural result. Freshness and brightness were suggested. The idea was to attract the younger groups and add them to the list of potential users, making them a plus over the housewife.

This Is the Payoff:



FAIR & WARMER: Unified sales effort plus year-around advertising have multiplied the jingles on the cash register every year since All Purpose Rit was introduced. Sales of original Rit, instead of falling off, actually continued to increase. Dealers turned out to be wrong in believing that women would balk at paying 25c for a better product.

CUMULATIVE EFFECT: Advertising costs in per cent of total sales volume took their first precipitate drop about the beginning of the second year of the Rit campaign. The trend has been downward ever since. Year-around advertising leveled off peaks and valleys, too.



A MYTH IS EXPLODED: The whole home dye industry used to believe that dye sales were naturally seasonal—with peaks in Spring and Fall. Aggressive year-around promotion has changed that picture for All Purpose Rit.

mothers. Shows how to do a variety of "braids." Suggests new patterns. Gives ideas for crocheted rugs. Charts and guides for colors. And, "Last words for those about to dye."

Color Crafts for Everyone— How to do Batik dyeing on wood; to make a raffia mat or tray; a Batik wall hanging and palmetto place mats; a tied-and-dyed scarf; a kerchief in tie-dye pattern or a tie-dye skirt; a hooked rug or how to teach dyeing to children in the classroom.

Costumes for School Plays and Pageants— Contains directions for making such costumes as the Medieval Knight, the Medieval Lady, the Pilgrim Father and Mother, the Indian Chief and his Squaw, the Frontiersman, the Norseman, the Greek tunic and Robin Hood along with others. Also, animal and bird costumes including the tiger, the dormouse and the donkey. Or, if you want, flowers, fairies, etc.

Uses for Khakis— The idea: uniforms are made of fabrics that are good and strong and warm, so don't waste them. Suggests the best colors to dye "over khaki." Tells how to do the job. Illustrations tell how the Miss in the home or the little boy or little girl can be re-clad snappily in back-from-the-war woolens and other clothing, not forgetting the mufflers, sweaters and mittens that come back.

These are only a few of the books. There are many others, all printed in gay colors to illustrate and sell the idea of color-dyeing in the home. The basic idea: to broaden and expand the use of dyes.

One of the most effective vehicles in the introduction of All Purpose Rit on a national scale has been what are called "Minute Movies," in technicolor. Three movies were made by the General Screen Advertising Co., of Chicago. The point is that the actual process of dyeing could be shown in true color. According to Rit executives, movies in color got the dyeing story over to audiences as nothing else could.

The pictures ran a full week each in 1,205 theaters which, times three, meant 3,615 weeks of screening. The audience check showed that they were seen by a total of 24,663,965 persons. Rit started using brilliant technicolor movies in 1941 and has continued to employ them.

It is pointed out that movies, in doing a job like this, are flexible both as to timing and location. It has been possible for Rit to synchronize them with the efforts of sales crews and special promotional campaigns, get-

ting them to the right spot at the right time to get most effectiveness.

Minute Movies operate in a very direct relationship to community sizes and to the budgets for each community since charges are based on actual attendance records in the theaters where they are shown.

On top of all this Rit Products has finally developed its program to the point where it has added women's magazines of national circulation and is using, for the first time, color to sell color in home dyes. With the arrival of the new All Purpose Rit we have really put romance into dyeing and it is no secret that *we now spend more per year for our advertising than our sales had ever been up to and including 1939!*

In offering the new twenty-five cent dye we ran into some complex problems. However, we found the answers and trained our men to meet them. Dealers everywhere, of course, had stocks of our original Instant Rit Dyes. Naturally they asked:

"What will we do with the old Instant Rit?"

Our reply was that there would still be a market for Instant Rit; that the millions who had for years been successfully dyeing silk, wool, linen and cotton with the ten and fifteen cent dyes would continue to be customers. The truth of this statement is borne out by the fact that, in spite of our enormous growth in the new, All Purpose Rit dye, we are today selling more of the original Instant Rit dyes than we ever did before! We told them simply that their course was to retain the old stock and add the new.

Salesmen Stress Profit

Very often, we found, a dealer would have an inventory of several brands of dyes and under the old pace he would, probably, not sell them in a year. We had to convince him that he would profit by making an added investment in All Purpose Rit. Dyes had generally been a slow-turn-over item meaning tied-up money.

Our All Purpose Rit has been fair-traded at 25 cents in every state where fair trade laws exist and even in states where such contracts do not exist we have had no difficulty in price maintenance. The wholesaler and retailer both enjoy a full margin of profit.

Each Rit salesman receives a portfolio which embodies swatches of material which has been dyed, reproductions of advertisements, lists of radio stations by station and district which flash spot announcements more than 1,000 times a week, pictures of display cases, pictures in color of

packages, reproductions of newspaper mats, a list of magazines being used.

Every salesman before he goes out on his own must work with an experienced man in the field and must learn a standard sales talk. He must be able to demonstrate that he is "ready" before he is permitted to work alone. Usually from ten days to two weeks is required to ready a salesman and the cost of training him amounts to around \$400.

Our sales force has grown from a normal complement of 18 men in 1936 to better than 75 in 1946. So thorough has been the distribution of All Purpose Rit that we have found it necessary to reduce the size of our sales territories so that our men can contact all of the outlets within a reasonable length of time. We see dealers in the rural and suburban areas about twice a year; key accounts at 30, 60 and 90 day intervals. Our crews in a new territory varied from 10 to 40 men, depending on the number of outlets to be covered in a certain length of time to keep pace with the advertising.

The distribution of all Purpose Rit was made at a tremendous cost because no dealer would be sold unless he bought a cabinet assortment. This was because we felt that a dealer made a poor investment if he were to make the purchase and then put the dyes in the usual spots: the back room, the stairway, the prescription room, under the counter or in a drawer. Unless a dealer bought a cabinet assortment, we had no desire to open the account. Of course, the display cabinets were furnished without cost to the dealer. This represented huge investment on our part but it was based on the expectation of repeat orders to follow. The initial order meant no profit to us.

In practically every instance when we suggested initial quantities to the wholesalers we were considered fit subjects for a psychopathic ward. However, in no instance did we fail to sell the merchandise ordered. In every instance we under-estimated intentionally. The amounts of merchandise we actually would have wanted to suggest would have been staggering.

With the exception of one of the Big Ten syndicates, none favored or indorsed the introduction of a 25 cent dye. Today all admit that it was a saviour to the industry. Not only is advertising used in the introduction of All Purpose Rit but it is continued uninterruptedly for a full year. We have disproved the old theory that dyes are used only in the spring and fall. Our sales chart definitely defends us in this statement.

"OPERATION RIT"—

Highlights of the Results of This Campaign

**1. The price was lifted
from 10 cents to 25
cents by improving
the product.**

**2. The packages were
pulled out from un-
der-counter obli-
vion into wide open
display.**

**3. A seasonal seller
was changed into
an all-year-around
seller.**

**4. New classes of
prospects were de-
veloped by a new
promotion ap-
proach.**

**5. Dealer cooperation
was won by assur-
ance of a full profit
through fair trade.**

**6. Sales volume was
lifted to a height
surpassing total
sales for the indus-
try pre-war.**



"TO THE ROAD" . . . as one of our cartoons recently put it . . . "competition's coming." Howard A. Trumbull, until recently sales promotion manager of the Glass Container Division of Owens-Illinois Glass Co., is so convinced that it's already here he's resigned his post to form a consumer research organization, called National Family Opinion. It will supply more accurate and detailed info on consumers' desires, via a cross-sectional panel of consulting housewives. Each panel will consist of 1,000 typical consumers & housewives whose complete family pattern has been adjudged "typical" from a thorough-going application. No square peg in his new niche, this is a twice-told tale for Mr. T. He conceived and organized the Home Makers Guild of America almost 10 years ago. He refuses to be drawn out in the present indicative—says his hobbies are huntin' and fishin'.

They're In the News

FOR BREAD AND BUTTER . . . Sydney Nesbitt heads up one of the largest aviation distributing organizations in the world, selling Beech Aircraft and Bendix Aviation Radio. But if his natural talents were to determine his career he could do anything he pleased—from research chemistry to singing over the radio! A native Scot, he belonged to the first model airplane club in Great Britain, built his own glider in 1914. At the ripe age of 11 he was turning out special model planes for the RAF. Worked in Canada as assistant chemist for four years at an age when most of his contemporaries were pushing lawn mowers for pin-money. He went back to England in '23 and performed nightly in London clubs for the (then) Prince of Wales. Before he hooked up with Beech Aircraft he sent a letter to "Beech, Wichita, Kansas." Some wag sent it back, marked "No Beeches in Kansas—try Rockaway." For angles on how he *sells*, see page 44.



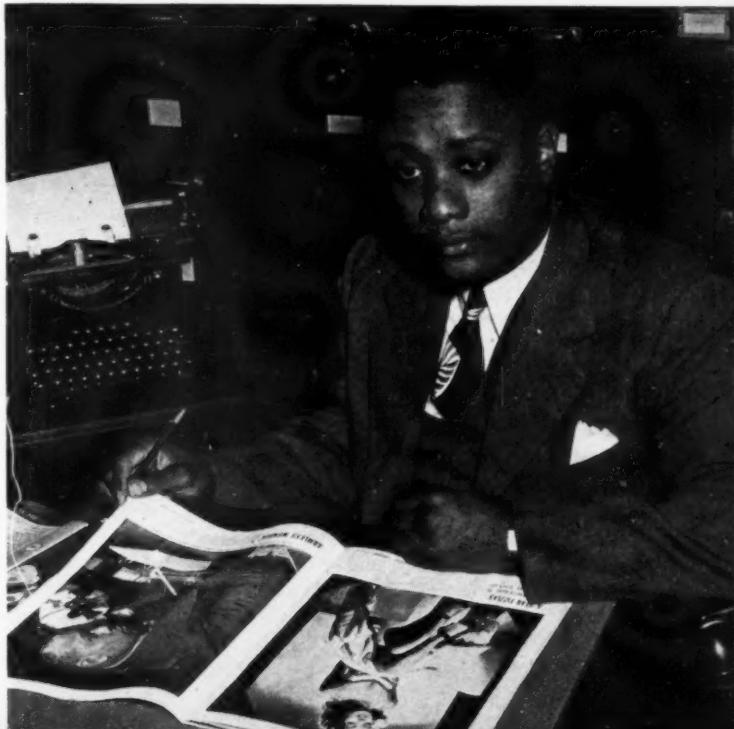
DOZENS OF PIES . . . have known the probing fingers of Arthur A. Hood. Art, who's shortly leaving Johns-Manville Corp. (where he's been Director of Dealer Relations) to join *American Lumberman* as vice-president and editor is a born idea-swapper, an orderly, logical thinker with a touch of the evangelist. He's active in the councils of the National Federation of Sales Executives, one of the founders of the National Society of Sales Training Executives, a guiding light in the American Marketing Association and the Producers Council. He's also the author of 21 text books on various phases of dealer problems. National schools which he established in the building industry drew 3,000 retail owners and executives, 10,000 retail salesmen. A self-made man, he never went to college, but three of his books on merchandising are standard college texts today. Grew up in the lumber business via his Dad's retail yard. Gets his best ideas, he'll tell you, while he's shaving.





PEOPLE WHISPER ABOUT THEM . . . by "people" we mean the cosmetic trade. For Kay and Harry Daumit, partners in business as well as matrimony, are writing cosmetic sales history, proving that where there's an idea there's a way. Four years ago they entered that highly competitive field when Harry's business—marketing household appliances—blew up with the war. They developed, in jig time, a "natural" with their Lustre-Creme Shampoo. It drew unheard-of repeat orders in department and drug stores. No flash in the pan—or hair—it's still the Daumit's leading item. On a national basis it's a front-runner among all cream shampoos. Kay and Harry have just finished adding a new four-story plant to the their Chicago facilities, have signed for a five-day-week "million dollar promotion" on the famous "Breakfast Club" show. It's just one of the merchandising ideas they have brewing. Whenever they can—less and less frequently—they give everything else the slip and go out to play golf together.

SPOKESMAN FOR HIS PEOPLE . . . John H. Johnson is proud of his color, proud of his race, undaunted by bigotry. At 29 he's president of The Negro Publishing Co., which gets out *Negro Digest* and *Ebony*, two of the outstanding Negro organs. As a small boy from a lumber town in Arkansas his Mother took him to Chicago for the World's Fair. They liked Chicago so well it became home. John went through high school, then to Medill School of Journalism in the evenings. After that he got a job with a Negro insurance company where for six years he edited a house organ (circulation 200,000) and wrote canned talks for salesmen. "That's where I learned to write, how to sell, and about the great Negro market," he says. Began *Negro Digest* (current circulation, 115,000) in '42, shaped it after *Reader's Digest*. In November of 1945 he brought out *Ebony*, a picture magazine, following closely the format of *Life*. Circulation—350,000! It's distributed everywhere there are Negroes who speak English. His publishing house, which owns both Negro magazines, is also family-owned.





How to Sell a \$125,000 Hotcake

BY SYDNEY NESBITT • *President & General Manager, Atlantic Aviation Corp.*

Airplanes that cost a small fortune are selling as fast as the proverbial Aunt Jemimas . . . but not without selling that talks in terms of investment, and an approach that reaches way up to the topmost rungs of top management.

When one of our salesmen calls on a prospective customer, a prime question is "How much does your airplane cost?"

"\$71,000," is the reply.

At that point the customer takes a deep breath.

"Oh, but that's only the initial cost," the salesman continues. "You will also have to spend about \$54,000 a year to maintain and operate your plane."

The prospective customer takes a deeper breath and winces slightly.

"Too expensive," he says. "We could never afford it."

Then and there our salesman is put to a test of how well he has been trained, not in the ordinary sense of clinching sales points, or preparing dramatic presentations, but the body of knowledge with which he has been inculcated should provide him the sound, methodical basis he needs to prove that an expenditure of an eighth-of-a-million dollars is justifiable and even economical.

The keynote in selling a Beechcraft is utility. There is no other way to justify the expenditure and the maintenance costs. In view of the fundamental tenet, the salesman must

first carefully investigate his prospect to determine whether or not he has any use for a plane. To say this casually may seem childishly simple. However, it is decidedly to our advantage to prevent the sale of a Beechcraft to a company or an individual who can neither use it nor maintain it. There is a simple, practical reason for this: Shortly, we would find the badly-sold plane on the market, at perhaps \$40,000, second-hand. And in the present market it would be sure to be snapped up. Thus, we lose a sale, and injure our reputation.

The closest we can come to defining our sales methods is to call it *pre-approach*. It begins with the prospect lists that any sales organization maintains. These are gathered through normal channels — corporation advertisements appearing in national magazines, selected lists, directories, and other normal media. But before any one of these prospects is transferred to an active status the process of pre-approach is begun.

Pre-approach demands that the salesman know the transportation requirements of the organization he will call upon. He must be aware of

its sales setup, how many branch offices are maintained, the nature of the company's transportation problems—and to be aware of these things, he must have a basic knowledge of the air transportation industry, and the ability to analyze a company's requirements on the basis of that knowledge and careful training in industrial organization.

In view of these "musts," we require our salesmen, before they approach a businessman, to first convince themselves that he needs a Beechcraft. With facts in hand, they are ready to prove their product saves money rather than spends it.

Actually, our pilot-salesmen have to tone down their mass of technical knowledge so that it makes business sense to the layman. We try to help the salesman in this job by giving him simplified literature keyed to the layman's terminology of aircraft. There is little purpose, for instance, in telling a businessman the horsepower of an engine at takeoff, technical flight characteristics and other data comprehensible only to a pilot or an engineer. Understandably, the only facts the businessman must know are the range, carrying capacity and speed. And, too, we must stress the all-weather utility of our planes.

There are other facets of the problem in which we train our men: The national and state tax laws have an important bearing on the real cost of the plane. For instance, the \$54,000 yearly maintenance and oper-

ating cost may legally be written off as an operating expense. The plane, itself, can be depreciated at approximately 20% a year, under present laws, so that in five years the organization has written the original expenditure off the books, and is in possession of a plane with a market value of about \$40,000. Insurance procedures must be studied, too. One of the most significant sales points, from the standpoint of safety, is that any insurance company will indorse personal policies with no extra costs.

In selling a Beechcraft to an organization for use by its executives, our salesmen always go directly to the president of the company who spearheads the idea of a company-owned plane through to the board of directors, who in turn call a special meeting to discuss the advantages pro and con. Quite frequently our

after careful study of various plans in operation. For instance, we discovered that some organizations would rather that we supply their flight crews and maintain their airplanes for them. Thus, we offer a complete service, which pays for itself by a charge of 10% over actual expenses—billed to the user on a monthly basis. Even though the businessman is sold on the plane, he might be reluctant to set up his own facilities. The service we give him is a convenience. We are enabled to say to a man, "It is just like owning your own private airline. It flies on your orders, wherever you want it to go and when you want it to go, and we carry the burden of its operation."

Sales-service has another function. Soon after V-E Day plane manufacturers and service organizations were inclined to be over-optimistic about

equipped airports. The Federal appropriation would be matched with an additional \$500,000,000 provided by local and state governments. The Bill is of vital importance. Airports are to the aviation industry as highways are to the automobile manufacturers. Without a great system of highways, Henry Ford might still be manufacturing buggies.

Our advertising is straightforward and direct. It is based on the theme that businessmen want to get around in a "Comfortable Hurry." It stresses the time-money-saving features of aircraft—Utility, Utility and still more Utility! We make extensive use of brochures, folders, simplified technical literature and illustrated mailing pieces to tell the story of Beechcraft. In all of this material we must be guided by the aims of simplicity and clarity of purpose—we are selling businessmen a business machine.

Public relations programming is geared to press acceptance of the aircraft as news. It is necessary that we avoid stuntism, barnstorming tricks and the like, as the Beechcraft is far removed from the days when the "Flying Circus" was a top attraction at the county fair. Perhaps the most successful feature of publicizing our plane comes in the word-of-mouth reaction to a well planned story or feature—stressing, once again, that all-important word "Utility." We have discovered, in seven cases out of ten, that a demonstration is unnecessary, inasmuch as the prospect is familiar with the plane by virtue of publicity during the war, or more recently in peace-dress. As a matter of fact, we have had an individual call us on the telephone and order a Beechcraft just on recommendation of a friend.

At the recent national aviation show in New York City we were rather embarrassed in that we had no Beechcraft to put on display. There was simply none to be had. This, however, was an embarrassment of riches. Beechcraft production was at peak rate but our sales level was right up there with it and we told the prospective customers so. Without undue optimism, we firmly believe that rather than indicating a high pressure salesmanship, this fact indicates a trend which should guarantee the fruitful future of aircraft sales. Corporations and large organizations have discovered the utility of the airplane, its ability to save time, trouble, and money, and we have simply researched this trend, discovered its reasonings and translated them into sales language. We can expect in the future more sales as each satisfied customer provides proof of the important place of aircraft in business.

Here's the plane that is first choice with America's top Executives



30 DAY DELIVERY

New Postwar Twin Engine D18S

BEECHCRAFTS

Pratt & Whitney Powered 7 or 8-Place Executive Transports. Completely Equipped for All-Weather Flying—Single engine performance! Full Instrument Panel, Radio, Dual Controls, plus all Postwar Beechcraft refinements and improvements.

ASK FOR A DEMONSTRATION

ATLANTIC AVIATION CORPORATION

SYDNEY NESBITT, President

55 WEST 42nd STREET  NEW YORK 18, N.Y.

BEECHCRAFT ADVERTISING is straightforward and direct. It is based on the theme that businessmen want to get around in a "comfortable hurry." It stresses the time-money-saving of air-craft.

salesman is asked to be present at the meeting, depending on whether the president needs more detailed information or not. Company-owned planes are generally under the domain of the sales manager who uses the plane, together with his staff, more than any other executives of the company. The sales manager therefore usually attends all meetings before a final decision is made.

In support of the salesman there are three fundamental jobs the distributor himself must do: He must maintain an adequate service organization, sufficient advertising, and a good public relations program.

The service organization is of tremendous importance. Atlantic Aviation maintains a complete flight-service plan which has been developed

the future of private air-travel. Production facilities were at a peak, but as the famous light-plane manufacturer, W. T. Piper, noted in a press conference, expansion in the airplane industry depends on adequate maintenance facilities being provided. Centralized large-scale maintenance facilities, such as a comprehensive flight-service plan provides, is the answer. Eventually, perhaps, such facilities will be less important; right now, they guarantee that a plane may be used to the maximum extent of its utility.

Action may be expected shortly in the matter of increasing airport facilities. Congress is considering the Randolph Bill, which provides \$500,000,000 for the purpose of building thousands of new, adequately

The Tool Nobody Wanted: How Skilsaw Cracked Its Market

Based on an interview with **BOLTON SULLIVAN** • President & General Manager, Skilsaw, Inc.

Sales strategy that involved the creation of a line of hand tools, a policy of protection for distributors, and liberal business paper advertising, has brought about seven major expansions for Skilsaw's line since 1923.

"You can hardly realize how we were laughed at when we started," said Bolton Sullivan, president and general manager of Skilsaw, Inc., Chicago, manufacturer of the now famous and widely accepted line of "Skiltools." There very likely was some reason for the amusement of industry. Skilsaw, Inc., was founded in 1923 by the late Joseph W. Sullivan, and his son, Bolton Sullivan, in a loft on Chicago's near north side. They had a single item, an electric-driven portable handsaw. No one had ever seen a tool just like it. Apparently few wanted it.

"We didn't know how to sell it," Bolton Sullivan told **SALES MANAGEMENT**. "We tried to merchandise it through specialty salesmen. But how were we to find customers? A salesman would spot a load of lumber being driven through the street. He'd follow it to the job, get out his sample saw, and show it to the contractor. The contractor would laugh. He'd point out that he had carpenters and handsaws. That was all he thought he needed."

Skilsaw struggled for five long years, still employing specialty salesmen and still trying to find the best method of selling. The first break came in 1925 when construction was started on Chicago's gigantic Furniture Mart. To pour the cement the contractor had to build thousands of forms, all hand-jobs, on the spot, to fit. A Skilsaw salesman appeared. He demonstrated. Speed, he said, meant time saved; time saved meant reduction of costs. He was asked just one question: "How many can we buy?"

That was the lucky job for Skilsaw. It did more than anything else to make it known. It was on its way. But merchandising a single item, using specialty salesmen, was far too slow a system. By this time it was realized that a wholesale distribution system had to be set up. Mill supply houses were chosen as the outlet.

Very soon it was learned that if a

mill supply house was to be interested enough to do a selling job, a complete line was necessary. Engineers were put to work. One by one new tools were added—a Skil Sander, Skil Grinder, Skil Shear, Skil Nibbler, Skildrills—until today there are more than 50 models of portable electric tools, plus an electric hedge trimming appliance known as the "electrimer."

Since Skilsaw left its loft it has gone through seven major expansions. Since the first of this year it has doubled its manufacturing facilities. It now employs approximately 400 people. Its plant fills 93,000 square feet of floor space. It has 33 factory branches and "service facilities." It sells through nearly a thousand distributors.

Fifty-seven carefully trained men,

mostly working out of the factory branches, are now available to hold what the executive heads of the company call a "Cost-Cutting Skiltool Clinic." These are given, in the main, in plants. They are advertised extensively in a large number of business papers. The story told is this:

"Here is a wonderful opportunity for plant superintendents, department heads and methods engineers to find out the newest ways to cut costs throughout your plant by wider use of fast-working Skiltools on both production and maintenance. At a Skiltool Clinic you'll see all the new Skiltools in action, making your daily jobs easier. You'll see how they speed



STUDENTS ENJOY SAN

with

SKILSAW
Zephyrplane

THE MODERN 3 IN. BELT SANDER



Because students really enjoy sanding with the lighter streamline ZEPHYRPLANE, projects are finished faster, better and more easily. Even inexperienced youngsters can get fully professional finish—without ripples or ridges. Simple—plug into light socket. Also useful for resurfacing blackboards, desks, wood trim, stair treads.

SKILSAW, INC.
5035A Elston Avenue, Chicago

ZEPHYRPLANE JR.
2½ in. belt. Large enough
for many student projects.
ZEPHYRPLANE
3 in. belt. For students and
school maintenance work.
MODELS "A" and "B"
4½ in. belt. Fast, powerful
with end without vacuum
collecting system.

"WE HAD TO CREATE DEMAND," Bolton Sullivan, Skilsaw's president recalls, "before we could have a market." Business paper advertising (left) opened markets for Skilsaw's line of 50 portable machines known as "Skiltools."

SERVICE REPRESENTATIVE in the Business Office. She's there to help whenever you have questions about service, equipment or bills. An important part of her job is to see that all orders are filled in their proper turn.



Speaking of Citations

Next time you call or visit a telephone office, see if you don't think the young women working there deserve a citation for competence and courtesy. They are doing a fine job.

Demand for telephone service is at an all-time high. That means more calls to put through—more telephones to install—more bills to prepare and send out—more

people to talk with in the business office . . . and more equipment needed to do the job the way we would like to do it.

We're building and adding just as fast as we can get materials and make equipment. In the meanwhile, telephone people who serve you will keep right on doing their best.

And doing it with a friendly smile.



BELL TELEPHONE SYSTEM

The following announcement is

"LIVE"

SEATTLE

KVI

TACOMA

IS NOW THE PUGET SOUND

Mutual

STATION

As of August first, **KVI**, with 5,000 watts on 570 kilocycles, joins Mutual-Don Lee Network. As Seattle-Tacoma, Puget Sound outlet, **KVI** will carry to the million-and-more listeners in its strong primary area all their favorite Mutual-Don Lee features, plus many popular, long-established local shows.

NOW, with one-station economy, you may buy solid coverage of this concentrated, high-income Puget Sound market area.



PUGET SOUND BROADCASTING CO. INC.
SEATTLE TACOMA

Represented nationally by:

GEORGE P. HOLLINGBERY CO.
New York-Chicago-Atlanta

JOHN BLAIR CO.
Los Angeles-San Francisco

up jobs you're planning . . . how they step up the hourly output per worker with less effort.

"One of 57 specially trained Skiltool engineers will accompany your distributor at our clinic and work directly with your foremen in selecting the right tools for the job . . . give valuable tips on tool care for longer life . . . assist your staff in bringing down increasing hourly costs through wider application of Skiltools."

Each advertisement carries a coupon with the admonition: "Fill out this coupon and mail it today." Over the coupon, in blackface type, is this: "Your distributor and our engineers are ready to go."

When inquiries are received the follow-up machinery is instantly set in motion. The carry-through is held to be very important. The factory engineer gives the demonstration; the distributor salesman is on hand to take the order.

Steel Business Opens Field

"We started out with a wood handsaw," says Mr. Sullivan. "We really began to get into business when we broadened our line. That put us into metal working plants, into automotive shops, into office buildings and institutions and high schools. The steel business gave us an enormous field. Thus many new markets were opened."

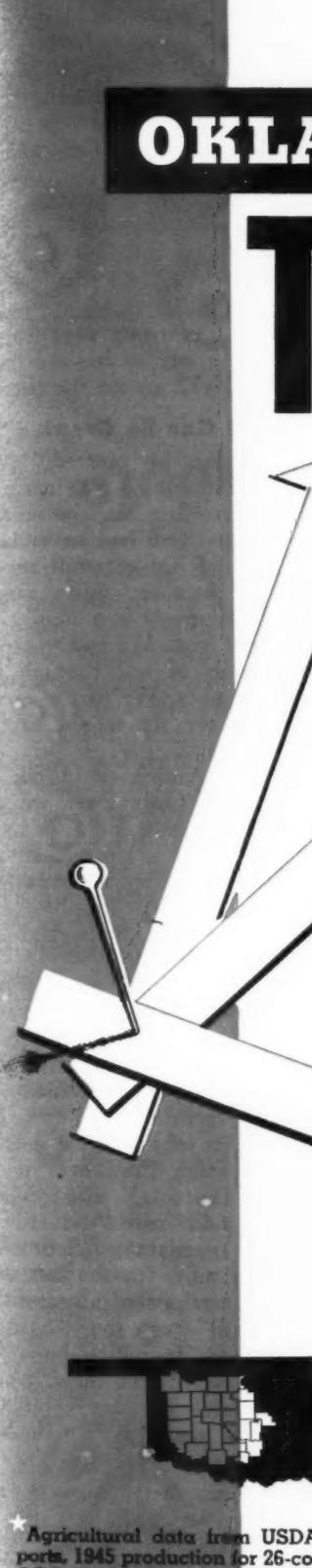
Now with the Nation returning to peacetime normalcy Skiltools are sold by leading distributors of mill, mine, hardware, wood-working and automotive supplies. During the war they were used for the production of ships, tanks, guns, aircraft and a long list of essential wartime products. Now, back in general industry, they are used in home and industrial construction, wood-working, railway maintenance, heating and air conditioning, welding, aircraft, automotive, and farm implement maintenance and for many other purposes. They are also used for vocational training in trade schools and by hobbyists in home workshops.

All this has led to the preparation of an elaborate sales presentation which starts out with the declaration: "We sell only through recognized distributors." That's a lesson learned in those starting days when the specialty salesman was found wanting. It had to be a volume job. The first page of the presentation, printed in color and bound in a leather-like binder on an easel, says:

"In lean times and times of plenty, only recognized distributors sell Skiltools! This is the policy that has built

OKLAHOMA'S

TOP MARKET



WITH **43%** OF THE STATE'S
WHEAT CROP
TO PROVE IT

is yours through

**THE DAILY OKLAHOMAN
OKLAHOMA CITY TIMES**

**WITH 205,291* DAILY
A N D 177,958* SUNDAY
CIRCULATION TO PROVE IT**

*Agricultural data from USDA reports, 1945 production for 26-county ABC trading area of Oklahoma City. Circulation figures: Publishers' statement for 6 months ending March 31, 1946.

THE OKLAHOMA PUBLISHING CO.: THE FARMER-STOCKMAN—WLY, OKLAHOMA CITY
KVOR, COLORADO SPRINGS — KLZ, DENVER (UNDER AFFILIATED MANAGEMENT)
REPRESENTED BY THE KATZ AGENCY, INC.



9 out of 10

**NEW YORK ADULTS RIDE
THE NEW YORK SUBWAYS**

COVERAGE: 89% of adults ride

EXPOSURE: 23 minutes per ride

REPETITION: 26 rides a month

COLOR: All you want

... this is subway advertising!

CAR CARDS • STATION POSTERS



NEW YORK SUBWAYS

Advertising Company, Inc.

Member of NATA

630 Fifth Ave., New York 20, N. Y. • 410 N. Michigan Ave., Chicago 11, Ill.

our business and won for us the friendship of thousands of distributors. There are *no exceptions*—your profits are *always* protected!

"*Skilsaw Gives You Better Products* . . . Constant improvement in design, engineering and operating efficiency is keeping Skiltools always a step ahead of the field . . . to give performance you can depend on . . . to give you features you can talk about . . . to give you products you can sell with confidence and with pride."

The presentation, aimed at distributors, shows the front page covers of the wide variety of business publications used—72 are on the list.

"Markets Can Be Created"

"Markets can be created," Mr. Sullivan points out. "When we started we seemed to have no market because our one tool had never been used. We could not get mill supply distribution because mill supply houses had no interest in a house with one unwanted item. We had to create a line of tools to sell through the mill supply houses. We had to create a demand before we would have a market.

"Specialty salesmen could not do the job for us. Only after we got wholesale distribution could we move ahead. We've had a big educational job to do. Now we reach the factory market through mill supplies, and the hardware trade through hardware wholesalers.

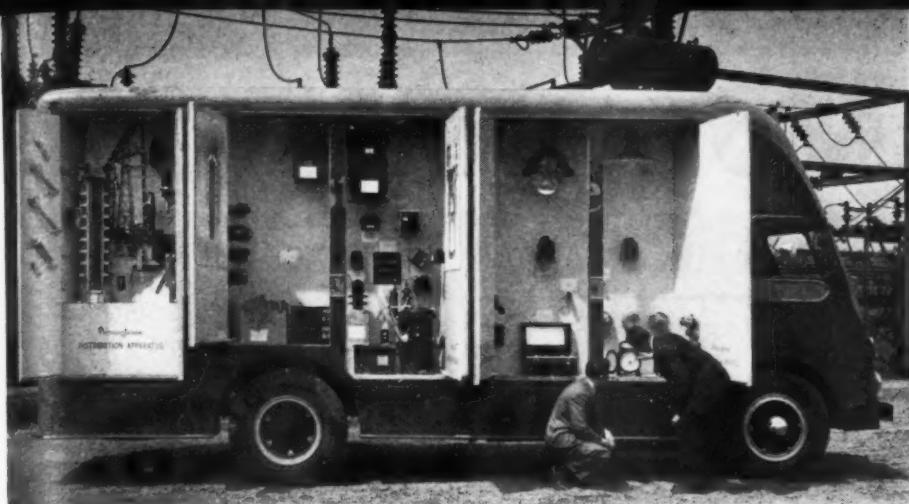
"In spite of all that wartime demands did to make Skiltools known, we still have an educational job to do. That's the reason for our present campaign, the Skiltool Clinic. We go into the factories and onto the big construction jobs with the slogan: 'Knock Out High Costs of Production with Skiltools,' and 'Make America's Hands More Productive.'

The new appellation, "Skiltools," has been used only for the last year or two. When salesmen talked of the "Skilsaw drill" or the "Skilsaw Sander" it was found to be a bit confusing. Use of the new word, "Skiltools," sort of cleans up the thinking. Not so much like double-talk. Simpler.

Earle Ludgin & Company is the advertising agency.



SALES MANAGEMENT



"HIT THE ROAD:" With side-panels (above) closed, Westinghouse's power-line truck is off on a nation-wide tour to demonstrate electrical equipment (left, above) to suburban and rural utility companies.

Westinghouse on Wheels

This is how Westinghouse Electric Corp., Pittsburgh, is solving the problem of making effective demonstrations of its power-line protective equipment to prospects in urban and rural sections throughout the Nation. This display, complete in one truck, and with two engineers specially trained to operate the equipment, took to the road in May for a two-year trek. Traveling 30,000 miles a year, the Westinghouse team will visit most of the larger public utilities, municipal and Rural Electrification Administration power companies.

When the Westinghouse demonstration truck, designed and equipped by Gardner Displays Co., Pittsburgh, rolls into a prospect's yard, the demonstrators merely plug into any outlet providing 110 volts alternating current, 60 amperes, and they are ready to put on their two-hour demonstration and inspection. With this rolling stage, the demonstrators can show Westinghouse equipment under actual working conditions. The unit, push-button controlled, simulates in a 35-foot display a complete, representative power line five to 10 miles long. As in a real power line, 2,400 volts flow through the demonstration unit. There is a complete set of switches, fuses, lightning protective devices, and even automatically operated tree branches to cause line troubles when wanted. There is a 100,000 volt lightning generator to cause actual flash-overs and electrical storms occasionally encountered in operating lines.

On the side of the truck opposite the demonstration panel, Westinghouse displays cut-away sections to show details of interior construction. On exhibit are an assortment of street light heads and reflectors, various types of motors, and distribution equipment.



SETTING THE SCENE: Engineer-demonstrators (above and below) open truck's side-panels for live-action display with push-button control (left) of entire panel.



MERCHANDISING AIDS

Post

Merchandising Aids
for
Post-Advertisers



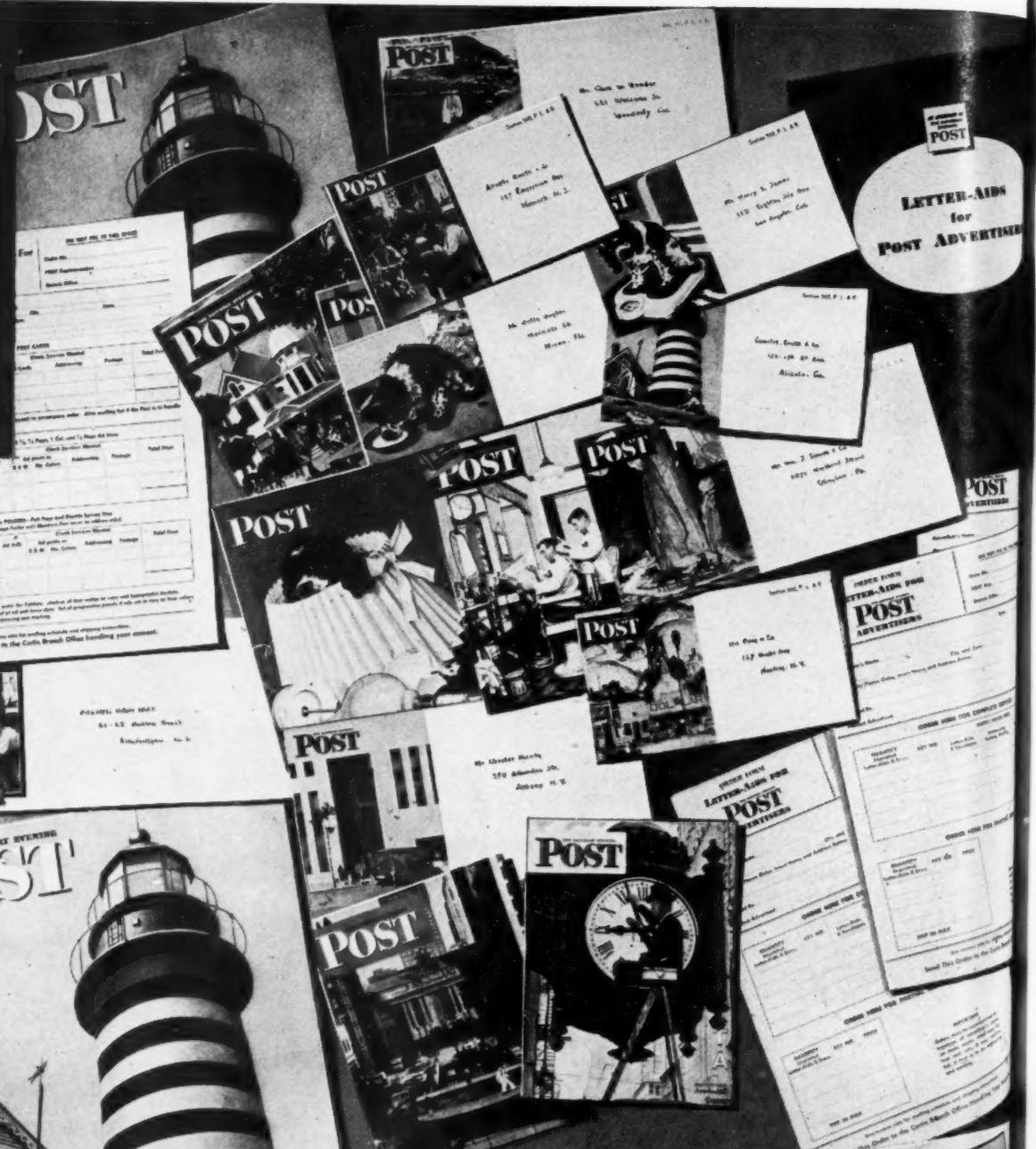
Direct Mail
Merchandising Aids
for
Post Advertisers

Information and Price



POST

Display Ads
for
Post Advertisers



LETTER-AIDS
for
POST ADVERTISING

to help you take advantage

The first thing she looks for



A large food chain found, from an extensive survey, that *cleanliness* is the first consideration of most shoppers when appraising the relative merits of food stores. They want clean stores and sanitary protection for food. They know a product can't be a good buy if it may imperil their family's health.

By safeguarding food against dust, dirt and handling, yet *sparklingly displaying* what it protects, Cellophane packaging has become synonymous with cleanliness in the minds of the many health- and conservation-conscious housewives.

It shows shoppers *everything* they're looking for. They can see just what they're getting. They can see, too, that the product has been kept free from contamination . . . that freshness and flavor have been properly protected. What's more, Du Pont Cellophane is economical.

We hope our converters and ourselves can soon meet all demands for Cellophane. Write for our new booklet, "Design for Selling," a study of consumer buying habits in supermarkets. E. I. du Pont de Nemours & Co. (Inc.), Cellophane Div., Wilmington 98, Delaware.



Cellophane Shows what it Protects—at Low Cost

BETTER THINGS FOR BETTER LIVING . . . THROUGH CHEMISTRY

PUTTING the BEE



on Food Production

Without the work of bees, famine would blanket the earth . . . trees would bear no fruit and our supply of meat and milk would be drastically reduced.

A colony of bees is a highly complex organization in which each member profits by the work of the others. Only by such cooperative effort can they pollinate the millions of blossoms that make our farms prosper. If each bee worked alone its efforts would be relatively ineffective.

Farmers will be able to accomplish more also if they are organized to work together. That is why the American Farm Bureau has set a goal of one million members. That goal will be reached this year. It assures unprecedented response to your advertising in —

The Nation's
AGRICULTURE
OFFICIAL PUBLICATION FOR
973,537
FARM FAMILIES OF THE
★ AMERICAN FARM BUREAU
FEDERATION
58 E. WASHINGTON ST., CHICAGO, ILL.

Coming Your Way



MIDGET MOTOR VEHICLE: It's comfortable, economical and it minimizes parking problems.

..... **de luxe scooter vehicle**, the new Salsbury "85," is said to have better than six horsepower under the hood. It is roomy, comfortable, with a lower center of gravity than previous models, and has proved itself on hills which have been known to balk standard make cars. Described as ideal for delivery and messenger services, it is also suggested as a low-cost solution for families who feel the need of a "second car" and yet do not wish to spend more than \$325 to \$350 for an extra vehicle. Salsbury Motors, Inc. is a subsidiary of Northrup Aircraft, Inc.

..... **gumption**, a cleaner which is very popular in England, is being introduced to American markets. It is a smooth paste and effectively cleans linoleum, porcelain, paint, floors, walls, woodwork, tiles—as well as pots, pans, and cutlery. One of its major selling points is that it involves less waste than do powder or liquid cleaners. Because it leaves the skin soft it is also recommended for cleaning the hands after grimy work. For

cleaning large areas of painted surface or greasy dishes a little Gumption may be dissolved in warm water to produce a rich lather. Besides the seal of the Good Housekeeping Institute the metal container bears the slogan, "Use a little Gumption."

..... **sta-flo**, a liquid laundry starch, has been developed by the A. E. Staley Manufacturing Co., processor of corn and soybeans. The new product contains bluing and does not have to be mixed, cooked or boiled. It is packaged in one-quart bottles. One bottle, added to water, makes one gallon of ready-to-use starch.

..... **woodee**, a liquid product which cleans as it waxes floors, is being marketed by the Windsor Wax Co. It is said to cut floor waxing work by two thirds and helps to preserve the wood.

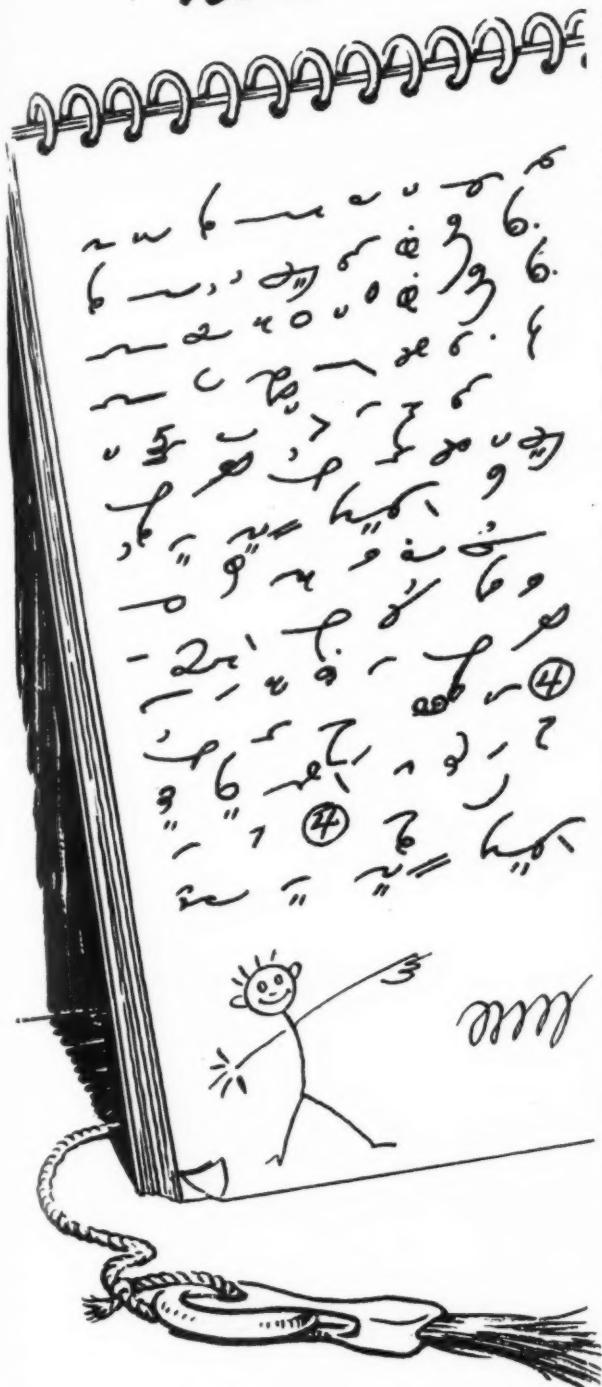
..... **honeycomb**, a new and revolutionary construction material is the latest development to be announced by the United States Plywood Corp. It is a core material which has a peculiar cellular construction. Made from paper, cotton or fiberglass, this core material is fabricated into blocks resembling huge "honeycombs" and then sliced to the desired thickness before assembly. It may be faced with or encased in metal, wood veneer or plywood. "Honeycomb" is expected to find wide acceptance in the air transport construction field. The Glenn L. Martin Co. participated in the product's development.



ENGLISH CLEANER: It's in paste form.

Your Secretary...

ur Secretary... her curves have a meaning!



- With a full page plug for Your Secretary, we now have our first opportunity

to utilize the attention value of sex appeal in this series of sketches on advertising characters. And what do we do? We muff it!

Our illustration should present the gal herself in one of those hike-the-blood-pressure poses you advertising characters know so well and use so often. You know: The crossed-nylon exposure; the ample curves versus clinging garment technique; or even the old toothpaste smileroo.

But no. What do we give you? A book. Doesn't look very exciting. The Book-of-the-Month crowd is not interested, it's "no sale" in Hollywood, and the Plans Board won't waste time kicking it around during their new business conference.

Even so . . . this is the book on advertising to end all books on advertising. It's an omnibook on copy, production and schedules. It has the first and last words on all your creative endeavors, including letters, rough drafts and grammatical errors. *It's Your Secretary's notebook.*

Those curved hieroglyphics may be Greek to you, but they're Gregg to Your Secretary. In other words, *her curves have a meaning:*

"One of our best markets—er ah make that *the best market* comma is San Francisco—with the highest effective buying income—where was I, oh yes—highest effective buying income per capita among cities with a population of 500,000 or over period paragraph.

"The newspaper with the largest daily circulation in the city of San Francisco is The Call-Bulletin. *If my wife calls tell her I'm in conference.* Maybe we'd better tell them it also has the largest daily circulation in the combined area of the four West Bay counties. You fix it up—the usual four copies, and underscore The Call-Bulletin."

The Call-Bulletin

San Francisco's FRIENDLY Newspaper

REPRESENTED NATIONALLY BY PAUL BLOCK AND ASSOCIATES

Socony's Blueprint For Municipal Airport Development

Foreseeing a huge future market for aviation fuels, Socony-Vacuum invests a pretty penny to aid communities in sound airport planning.

BY EDITH KINNEY

"By 1950 we shall have in this country at least a half-million private, commercial and military planes in active service."—C. I. Stanton, Deputy C.A.A. Administrator.

"Lay plans now for 53 to 60 million aircraft movements in 1950, based on the estimate of 300,000 private planes and 200,000 other aircraft."—William Burden, Special Aviation Assistant to Secretary of Commerce Wallace.

"The increase may easily reach . . . 300,000 privately owned airplanes."—Ralph S. Damon, Vice-President and General Manager, American Airlines.

"Private flying is due for enormous expansion. Inter-city automobile traffic may shift to the air. A challenge to provide facilities to make it possible."—E. W. Williams, Jr., Executive Officer, Transportation Equipment, WPB.

—But how to meet this challenge? How to provide facilities for the expansion of this mushrooming industry?

The Federal Airport Act, just passed, provides 500 million dollars for the development and building of airport facilities. And the Civilian Aeronautics Administration plans to add 3,000 new airports to America's

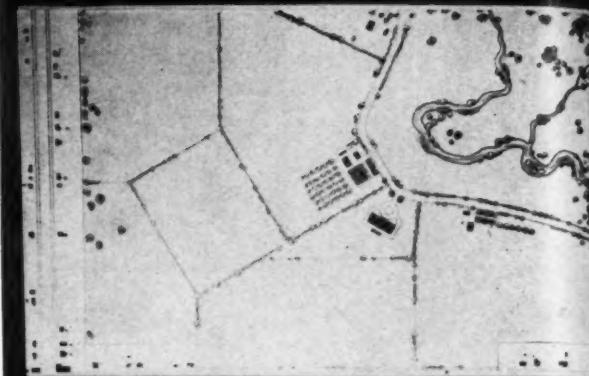
existing air transportation facilities.

—But how can communities without airports capitalize on the coming boom in flying? And how can communities already operating airports expand their facilities to meet the increased demands of the air age?

To help these communities and the operators of existing airports, the Aviation Department of Socony-Vacuum Oil Co., Inc., has launched an airport development program. Its objective is two-fold: (1) To provide information and assistance to communities that want to plan and build airports; (2) to aid the 3,500 dealers already operating airports for commercial or private flying, in expanding their facilities to take advantage of the great profit possibilities in the coming flying boom.

Socony-Vacuum tells the "air age" story to communities through its original sound film called, "Ceiling Unlimited." The company usually contacts, or is contacted by, progressive civic groups interested in promoting their communities' economic future—groups such as the Chamber of Commerce, Taxpayers' Association, Rotary, Kiwanis, Lions, the Mayor's Council, Board of Aldermen, or State or City Committees, or Bureaus of Aviation.

SELECTION & ANALYSIS OF SITE



Location

2.2 miles from Town Hall (center of town)
Major highway passes one side
1.8 miles to railroad station
1.4 miles to college
3.1 miles to high school

Expansion

Can be expanded to Class 2 airport with virtually no damage and removal only of trees, fence rows, and one small group of buildings.

Approaches

Twenty to one approaches can be obtained with limited clearing of trees and several stumps near highway intersection.

Physical Characteristics

Sandy soil. Excellent natural drainage
All sections of plot level to within 2% grade
Area required—about 90 acres

Economic Characteristics

Factory and major farm building to west need not be disturbed.
Property required available at \$40. per acre. Highway frontage well-located for merchandising airport facilities. Allowance for acquiring buildings and clearing trees, \$4750.

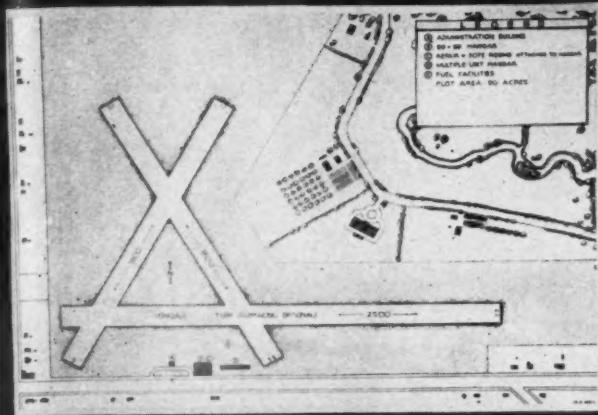
Through the sound motion picture, Socony-Vacuum points out to the community group the advantages of being situated on the routes of transportation—of being a link in the pathway of commerce. Time was when being near an ocean route, a river, a railroad or a highway, was the key to a thriving economic life. But now, civic groups must be alive to the importance of being on the air map.

The need for new airports is graphically presented in the movie. For Socony stresses the facts in the case: In 1930, there were approximately 9,500 private planes, 15,000 pilots, and 3,000 airports; in 1940, there were about 18,000 private planes, 41,000 pilots, and the same 3,000 airports—and in 1941, there were approximately 25,000 private planes, 80,000 pilots, and still only 3,000 airports.

These statistics, plus the facts that World War II crammed 20 years of aviation development into 48 wartime months, and that leading authorities predict a tremendous growth in post-war private flying, usually convince civic groups that an airport is one approach to economic security for a community.

The next function of the movie is

INITIAL STAGE OF AIRPORT DEVELOPMENT



Administration Building

First stage of building. Designed for (a) merchandising, aviation services and (b) planned orderly expansion.

80x80 Hangar

For storage of larger aircraft and servicing and repair.

Shop and Dope Rooms

Attached to 80x80 hangar.

Multiple Unit Hangar

For storage of all small aircraft.

Fuel facilities

Single unit dispensing facility of this stage but designed as integral part of control flow station.

Runways

Three each 60° apart.
Prevailing wind runway 2500'

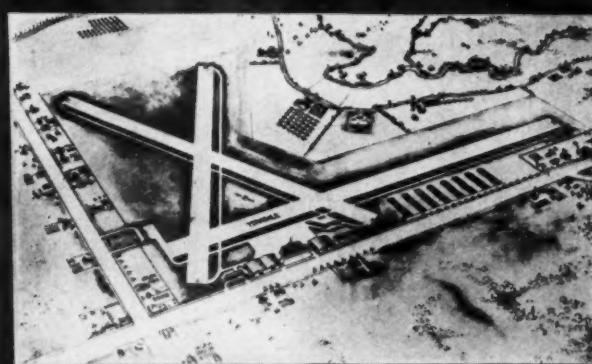
Others 1600'

150' wide

Turf surface

PRE-APPROACH TO PROFIT: The community on the air map is the community that will cash in on the potentials of the air age. To assist civic groups in assembling data

FINAL STAGE OF AIRPORT DEVELOPMENT



Facilities

Administration building

80x80 hangar

Shop and dope rooms

Multiple Unit Hangar

Fuel Station

Parking Facilities

Garage

Freight Station

Prevailing Wind Runway 3000'

Others - 2300 feet

Mowed taxi-strip added

All items designed for:

- (a) Efficient and economic overall operation.
- (b) Emphasis on provision for necessary and profitable facilities.
- (c) All facilities plan for orderly expansion so that no item need carry an operating cost inconsistent with the service it offers during the early stages of development.

Note: Airport development should be planned for three to five stages of activity level. Only initial and final stages are shown here.

on how to plan an airport, how to obtain financial aid, how to make it strike pay-dirt, Socony has developed a series of six charts, of which these three are typical.

to answer the question: "But how can we go about getting an airport for our community?" The film presents information on where to go and whom to see, suggests booklets and other publications issued by the C.A.A. Engineering Service and various state committees.

Then, with the aid of six large charts, the community is shown how it can plan to establish its own airport or how it can improve the facilities it already possesses.

First, the group is instructed in how to analyze the area in which it plans to locate the airport. What are the community statistics? Population, industries, retail sales, education, residential facts? What about the surrounding areas?

Second step is the selection and analysis of the site itself: What is its location in relation to the center of town, to major highways and transportation centers, to colleges and high schools? How about expansion? There are five classes of airports as set up by the C.A.A. If this starts as a Class 1* airport, can it proceed through the five stages without too

much reconstruction? What are the approaches to the site, the physical characteristics, the economic value of the land?

Third factor involves the steps to take in developing the port in the early stages, allowing for future expansion. This means the determination of how many buildings are necessary, and where to place them.

Then, the details of these buildings must be worked out. How will the administration building, the hangars, the runways, the airport fuel sales station be constructed?

And perhaps the most vital ultimate factor is next: What about income from the airport? Here Socony points out the multiple profit possibilities of an airport, including:

Flight instruction

Airplane rental

Fuel sales

Hangar rental

Aircraft service and repairs

Charter service

Sale of aircraft, parts and equipment

Landing fees (from airlines)

Restaurants and refreshments

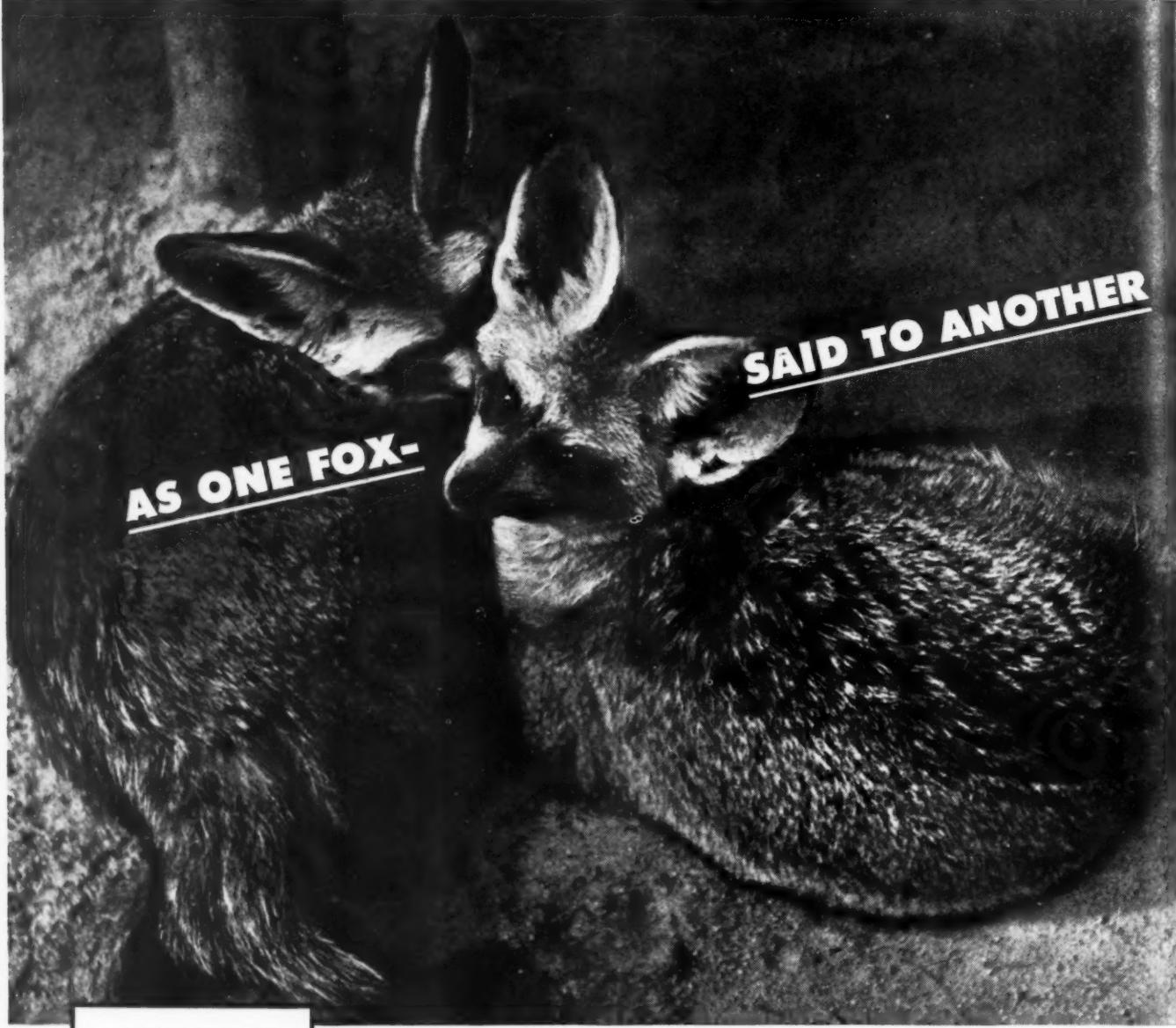
Car parking and servicing
Overnight accommodations
Parcel checking

Taxi service

Telephone, telegraph, newsstand
Rental of space for other businesses
Crops from unused land

Then, to help communities visualize the airport in its ultimate degree of development, Socony has worked out a layout for the final stage—a

*The Civilian Aeronautics Administration classifies airports into five types, as follows: Class 1: Private owner, small type aircraft, 2 to 5 place, for small communities and auxiliary airports in metropolitan areas, landing strips 1,800 to 2,700 feet in length; Class 2: Private owner, larger type aircraft and feeder transport aircraft, up to 20 place, for communities of 5,000 to 25,000 population, runways 2,500 to 3,500 feet in length; Class 3: Present day transport aircraft, up to 30 place, for cities of 25,000 to 250,000 population, runways 3,500 to 4,500 feet in length; Class 4 and Class 5: largest aircraft now in use and those planned for the immediate future, 30 place and larger, for major metropolitan centers and air terminals (Class 4 runways 4,500 to 5,500 feet in length, Class 5 runways 5,500 feet in length and over).



AS ONE FOX-

SAID TO ANOTHER

A FEW ADVERTISERS
WHO HAVE CASHED IN
ON THE RICH
WESTCHESTER MARKET:

Astor Tea & Coffee
Flako-Flakorn
Beechmont Products
Dromedary Mixes
Presto Cake Flour
Arrid
Johnson & Johnson
Vick's Vatronol
7-Minute Pie Crust
X-Pert Cake Mix
American Radiator
Budweiser Beer

... Westchester is America's 19th Market!

Its 145,100 families have an average income of \$5,125. Small wonder that retail sales in Westchester reach the juicy total of nearly \$357,000,000. These people have the money and they *spend it!*

The 1945 food bill in Westchester County was in excess of \$121,000,000. Drug stores sold \$13,503,000*.

Get your share of this business, just as other smart advertisers are getting theirs—by talking to these prosperous families regularly in the Westchester Newspapers. One order, one plate, one bill, and you've reached 70% of them.

*Sales Management Survey of Buying Power 1946.

Represented Nationally by the KELLY-SMITH COMPANY • New York



COVERING THE 19TH MARKET IN AMERICA

SALES MANAGEMENT

layout designed to handle a maximum volume of business.

Socony's community airport development program, first presented about a year ago, has already elicited the active participation of several hundred communities. The film and charts have been shown to the officials involved in directing the seven regional divisions of the C.A.A.

Typical of the C.A.A.'s interest in Socony's plan was a recent meeting of Region I of the C.A.A., at which the airport development program was presented to more than 50 officials, 40 of whom were field representatives of the 13 states in the region, and 10 of whom were members of the New York staff of the region. At a later date the program was presented to the state directors of C.A.A. Region I.

Under the Federal Airport Act, communities with plans for establishing airports can go direct to the C.A.A. regional office for financial aid—except in two states, where communities must work through their state committees.

For dealers already operating airports, and wondering how to go about expanding their facilities to meet the demands of post-war air traffic,

CEILING UNLIMITED . . . a half-million private, commercial and military planes predicted in active service for 1950—just four years from this minute—but how to capitalize on this booming market? Socony-Vacuum's program for airport petroleum marketers and community-minded citizens is one answer. Through an integrated program including a movie, charts and manuals, the company has proposed sound methods for expanding present facilities to meet the mushrooming market. The Work Manual (top) is practically a "bible" in airport planning, equipment, products, merchandising, and management—including actual plans for airport hangars, sales stations, etc. Another manual (immediately above) is geared specifically to the airport operator and outlines a nine-point program for increasing airport profit.

AUGUST 1, 1946



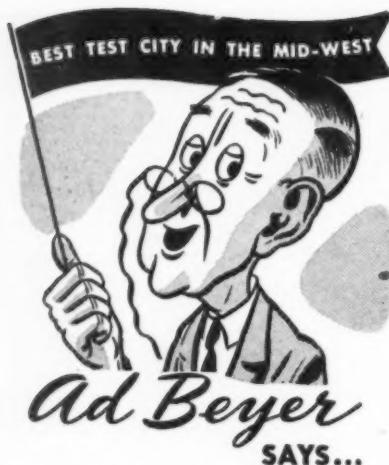
Socony-Vacuum has worked out a program which it calls, "Socony-Vacuum's Plan for the Airport Petroleum Marketer."

It is a program which, in reality, is designed to help make businessmen out of airport operators, and helps them answer the questions: "What facilities do I need to meet the demands of this mushrooming industry?" "Why do I need these particular facilities?" "How can I make financial arrangements?"

Working-core of the dealer program: two manuals. The first, "Ceiling Unlimited," outlines the company's plans for the airport petroleum marketer who wishes to take advantage of the growing need for airport facilities. The second, the "Airport Program Work Manual," is practically a textbook on airport planning, equipment, products and merchandising, and has proved useful in both the community development program and the dealer plan.

The "Ceiling Unlimited" manual provides dealers with the facts on the potential flying boom. In addition to the figures quoted in the film for community groups, Socony-Vacuum reveals to dealers its own estimates on the private flying market for the first five post-war years. Based on an extensive study by its Department of Economics, the company points out that by 1950 it expects the use of private planes to increase 212%, and predicts that planes will fly 1,875,000,000 miles yearly—an increase of 1,491,000,000 miles over 1946.

As for specific estimates on aviation gasoline and motor oil, it is estimated by the aviation industry that gasoline sales will jump from



Here's one to paste in your hat! Rockford has the highest per capita postal savings of any city in the United States regardless of size. That, in addition to a 28% increase in 1945 bank deposits.

At the Top in Illinois

ROCKFORD
MORNING STAR
REGISTER-REPUBLIC
111,000
METROPOLITAN POPULATION

32,256,000 gallons in 1946 to 157,500,000 gallons in 1950, and motor oil sales will jump from 689,000 gallons in 1946 to 3,465,000 gallons in 1950.

Therefore, Socony points out to dealers, with this tremendous increase in numbers of civilian fliers coming into airports within the first five post-war years, many new sales opportunities will present themselves to progressive airport operators.

The dealer will not only be able to count on a profit from gasoline, oil, service and instruction, but will also be in a position to cater to other needs of civilian fliers—with rest rooms, club rooms, writing space, refreshments, on-the-spot service for cars and planes, aviation clothing and accessories, etc.

And to help dealers reach this goal of profitable, efficient operation, Socony-Vacuum presents to them a nine-point business-building plan. Throughout the execution of each of the nine services in the plan, the Airport Program Work Manual is practically the "bible" of information in conversations between the airport operator and Socony-Vacuum's representative. For the Work Manual goes into the actual details involved in each step:

1. Aid in Airport Planning: Socony-Vacuum is ready to help individual dealers solve their particular problems and will offer suggestions on where to get engineering advice on runways, buildings, or any special construction problem — advice tailored to the specific operator and what he is trying to accomplish.

2. Exclusive Architectural Plans for a Modern Airport Sales Station: Socony-Vacuum has designed a drum-type sales station to provide maximum merchandising and sales facilities. It is flexible—can be adapted to fit any type of field and location. Plans for five variations of the design are already available.

3. Strong Station Identification: The Flying Red Horse, trade-mark of Socony-Vacuum's family of products, has been carried through on airport signs. Shields, target signs, cut-outs, highway signs, painted signs for hangars—all have been designed for effective use in field operation.

4. Efficient Time-Saving Service Equipment: Socony-Vacuum is ready to advise operators on the most efficient service equipment for their particular setups. The company, through nation-wide contacts with equipment manufacturers, can make available to dealers the most modern dispensing and display equipment. And Socony emphasizes that recommendations will be tailored to the individual needs and objectives of each operator, whether it be advice on gasoline pumps, truck-loading equipment, or airplane fuel hoses.

5. Aviation Products with a Nationally Accepted Brand Name: Socony's "Flying Horsepower" products have gained consumer acceptance through the years—and in aviation specifically, from the time at Kitty Hawk in 1903, when the company's Mobiloil flew with Orville Wright's first flight.

6. Exclusive Lubrication Charts: Socony-Vacuum engineers have developed a series of charts which are available to airport petroleum marketers. They enable swift, efficient lubrication of every vital part of every make of plane—thus helping to win customer confidence in the technical correctness of the dealer's service.

7. Expert Engineering Service and Technical Information: Whenever troublesome problems confront field mechanics, Socony's engineers will come to the field to offer

NIGHT and DAY

It's WFLA

Results prove it! WFLA is the most-listened-to station, morning, noon and night, in the prosperous Tampa-St. Petersburg market. A market incidentally, with a year 'round buying power that is just beginning to be understood and appreciated.

WFLA

NBC

National Representative
JOHN BLAIR & CO.
Southeastern Representative
HARRY E. CUMMINGS
Jacksonville, Fla.

C. E. HOOPER, INC.
Dec., 1945 Thru April, 1946
STATION LISTENING INDEX
Tampa-St. Petersburg,
Florida

	WEEKDAY MORNING 8 A.M. - 12:00 A.M.	WEEKDAY AFTERNOON 12:00 A.M. - 6 P.M.	EVERY EVENING 6 P.M. - 10 P.M.	TOTAL RATED TIME PERIODS
WFLA	32.7	39.4	45.8	41.9
STA. "B"	21.5	39.6	29.8	28.1
STA. "C"	29.9	16.3	13.6	17.4
STA. "D"	15.3	14.3	9.7	11.9

TAMPA →

PREMIUM



Practice

PUBLISHED MONTHLY

and BUSINESS PROMOTION

**PUBLISHED
MONTHLY**



-- AND THEN THERE'S THE BILLION DOLLAR PREMIUM
MARKET. WHAT HAVE YOU DONE ABOUT THAT? NO GAMBLE
HERE. IT'S SOLID. IT'S FOR YOU. IF YOU MAKE IT SO.
WE'RE INFORMATION HEADQUARTERS. HAVE BEEN FOR
40 YEARS. -- ADDRESS 386 FOURTH AVE. NEW YORK 16, N.Y.

Compact with thrills



"Selling Through Merchandise Media—The Friendly Way"
Premiums : Advertising Specialties : Prizes : Gifts



When they asked Diogenes why he offered his hand to a statue, he said: *To accustom myself to a refusal.*

A good space buyer is a statue, or a man, according to the latest available statistics.

Times-Herald circulation makes space buyers kin!

Glennor
Pallers

Editor and Publisher

Times Herald 249,576*
The Star . . . 211,046
The Post . . . 166,696
The News . . . 104,461*

as of March 31, 1946

*5-day average MON. THRU FRI.

Times Herald
WASHINGTON, D. C.

National Representative
GEO. A. McDEVITT CO.

technical advice and assistance. Technical bulletins on aircraft maintenance and lubrication are available for training new mechanics or for "refreshing" skilled men.

8. Sales Promotion and Merchandising: To help operators merchandise their products and services, Socony-Vacuum is providing them with a wide variety of business-building dealer aids—hangar signs, window stickers, posters, merchandising bulletins, direct mail, suggested advertising mats for use in local media. All sales promotion is personalized to meet the operator's needs.

The company, upon request, also assists operators in the preparation of their own local advertising layout and copy. In fact, just a few weeks ago, one field was planning a "Grand Opening" after modernizing its facilities according to Socony's recommendations. The company not only checked the copy and layout for the advertisement, but also advised the dealer concerning the correct business media in which to insert it.

9. Support of the Largest National Advertising Campaign in the Industry: Leading business publications in the aviation field—

such as *Aviation*, *Aero Digest*, *Air Transport*, *Flying*, *Aviation News*, *Airports*, *Aviation Maintenance and Operation*—have carried and will continue to carry advertisements telling the facts about Socony's aviation products. But, in addition to this specific promotion for aviation products, Socony-Vacuum airport dealers also benefit from the brand acceptance gained by the company's national advertising for its other "Mobil" products in magazines such as *Life*, *The Saturday Evening Post*, and *Colliers*, and on Socony-Vacuum's network program on NBC.

Socony-Vacuum feels this way about its two-fold airport development program:

"What's good for the industry is good for all in the industry. . . . The more good airports there are, with good service to render the commercial and private flier, the faster aviation will develop. The industry in general is better off, and everyone in it reaps his share—including the communities served by air travel.

"Naturally we want good airports to be established and the operators at those airports to become successful businessmen—because we're going to do business with them."



CAMPAIGNS AND MARKETING



MOMENTO FELIZ
Spur
 LA SUPER COLA - CANADA DRY

"SPUR" FOR LATIN AMERICA . . . First of six designs inaugurating 24-sheet posters in Spanish to advertise Canada Dry beverages in Mexico, Central and South America.

Picture-Record Tie-In

The most extensive movie-phonograph record tie-in campaign ever attempted has been developed by RCA Victor in conjunction with Warner Brothers' observance of the 20th anniversary of sound motion pictures, according to J. L. Hallstrom, general merchandise manager of the RCA Victor Record Department.

When on August 6 Warner Brothers open in 32 key cities with their anniversary picture, "Night and Day," depicting the life of Cole Porter, RCA Victor will have in record stores two tie-in albums, one a Cole Porter album by David Rose and the other titled "Night and Day" by tenor Allan Jones. Both albums will spotlight the tie-in by featuring scenes from the picture and a tag-line celebrating the 20-year advance of sound motion pictures in which RCA Victor and its predecessor company, the Victor Talking Machine Co., pioneered and contributed a major share. Added disc releases, affording further interpretations of Cole Porter's tunes, will be found in four singles.

A major promotion outlet will be RCA Victor's radio show. The entire program of Sunday, August 4, will be devoted to "Night and Day" music. Twice monthly from September through December the RCA Victor record program, "Music You Want" — aired on approxi-

mately 50 local stations throughout the country — will feature Porter music selected from the albums.

A tie-in advertising campaign has been scheduled in a large group of movie magazines and other publications. RCA Victor publications, totaling 500,000 circulation and distributed to both dealers and consumers, will cover the campaign with feature stories and pictures.

Four Star Campaign

Current issues of consumer magazines are carrying the inaugural in-

sertions of the Pepperell Manufacturing Company's largest consumer advertising campaign in its history. Scheduled to begin this August and to extend into the first six months of 1947, four separate consumer campaigns will carry the company's message regularly into nearly 22 million homes, according to *The Pepperell News Sheet*.

Though different in appearance and scheduled in different groups of magazines, the four campaigns blend to sell Pepperell Fabrics when merchandise is again available in normal quantities. Foundation of the over-all program, reports *The Pepperell News Sheet*, is "The Way We Live" series of four-color, full-page advertisements which are to be staggered in *The Ladies' Home Journal*, *McCall's* and *Better Homes and Gardens*. The second series will be black and white bleed pages in *Life*. The third, concentrating on the industrial and farm market for work clothing fabrics, will reach five and a half million through *Look*, *Successful Farming* and *The Farm Journal*.

A series of institutional pages is scheduled for bi-monthly appearance in *Newsweek*.

The fact that this four-way, 12 month campaign is breaking when goods should be more available, *The Pepperell News Sheet* concludes, will give retailers a sound background for promoting over-the-counter sales of all Pepperell products.

Preserve Promotion

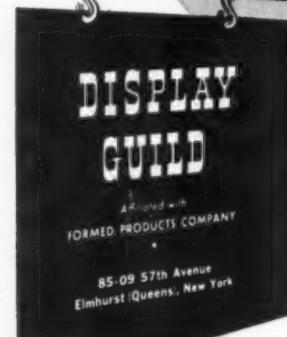
The Preserve Industry Council, representing manufacturers of jams, jellies, marmalades, fruit spreads and preserves in the United States, will launch the industry's first full scale



TREADING AMONG GRAPES . . . Visitors at Cleveland's recent American Home Economics Association convention proved popularity of this display for The Welch Grape Juice Co.

MERCHANDISE DISPLAYS WITH BEAUTY, FUNCTION AND FORCE

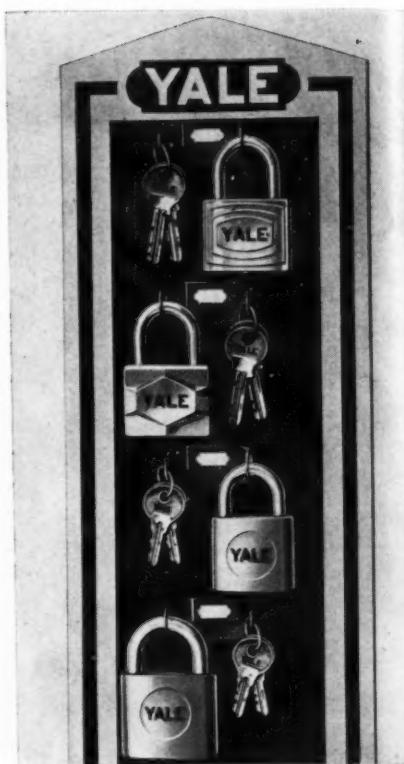
SPLIT SECOND SALES



Your product story told in split seconds when DISPLAY GUILD produces your merchandise displays.

Counter displays, cabinets, stands and dispensers are designed and produced with a technic that beckons the buyer and puts your merchandise in his hand — quick as a flash.

Designers and Fabricators of Metal, Plastic and Wood Displays for Counter, Window and Floor • Business Exhibits



SILVER SIX . . . Padlocks are displayed on blue and silver point of sale units for The Yale & Towne Manufacturing Co. dealers.

advertising program with a four-color, two-page bleed spread in the October 26 issue of *The Saturday Evening Post*, Malcolm D. Haven, secretary-promotional director of the Council has announced.

This initial two-page advertisement, first in the industry's long-range program, will be followed by three four-color, half-page advertisements in both *The Saturday Evening Post* and *McCall's* in November, December and January, reaching a total of 85 million readers. Preceding the national advertising, the industry will use three business magazines in the food field to announce the campaign. These will carry a complete listing of the supporting members of the Preserve Industry Council.

The theme of the inaugural advertisement will be "Brighten Up the Breakfast Toast." The campaign is pointed directly at the breakfast market because of its high potential in maintaining wartime gains in sales of commercial preserves and in guaranteeing steadily increasing future volume when present sugar shortages and other production problems have been eliminated.

Against a rainbow background, the first advertisement will show a large slice of toast with an assortment of preserve spreads. Copy stresses the appetite-appeal of jams and jellies as a spread for toast at breakfast.

Building SUPPLY NEWS
is
AMONG LUMBER AND BUILDING MATERIAL DEALERS

Key center for purchasing home appliances in more and more communities is the LUMBER AND BUILDING MATERIAL DEALER. Home Builders Co., Morris, Minn., is one of the numerous BSN readers to find that attractive appliance displays make for quick turnover.

HOME BUILDERS CO.

BUILDING SUPPLY NEWS • 59 E. VAN BUREN ST. • CHICAGO 5

45,832 Extra Readers to Dealers' Employees—by Survey
Acknowledged Leader by Readers and Advertisers

- * IN CIRCULATION
- * IN ADVERTISING VOLUME
- * IN EDITORIAL INFLUENCE
- * AND LEADERSHIP

THIS IS NEW YORK



In the shadows of Brooklyn Bridge, on South St., is Fulton Market, largest fish distribution market in America. Fascinating with its rough but immaculately clean cobblestones, masted trawlers, picturesque seagoers and diversely colored buildings left from other eras, it occupies 6 city blocks. Fulton Market sold 273 million pounds of 160 edible varieties of fish in 1945, within New York's 50 mile radius.



**THINK IN BIG FIGURES WHEN YOU PLAN
YOUR SELLING PROGRAM FOR NEW YORK**

New York is no town for half hearted sales effort. New York is a market of such magnitude its consuming power challenges comprehension. Think big when you think of New York. Think of the world's largest and richest market of homes with its tremendous pent-up demand for goods. And think of the Journal-American that goes into more than 650,000 of these homes every weekday.

NEW YORK JOURNAL-AMERICAN
A HEARST NEWSPAPER

NATIONALLY REPRESENTED BY HEARST ADVERTISING SERVICE

You need newspapers to sell New York.

23 YEARS OF THE
 590 KC
 5000 WATTS
 BEST IN OMAHA
 SERVES.. 250 COUNTIES
WOW
 NBC
 ESTABLISHED IN 1923

 JOHN J. GILLIN, JR.,
 PRESIDENT
 JOHN BLAIR & CO., REPRESENTATIVES

Shop Talk

Here Comes Kaiser: Turn to page 105 for a current report on the distribution setup behind the latest challenger in the automotive industry. W. A. MacDonald (photo on cover) is vice-president in charge of sales of an automobile company that was financed before it ever had a product, by the public, because the public had a lot of faith in a man named Kaiser.

Only a few days ago, as this is written, was Kaiser able to deliver to dealer showrooms the first Kaiser and Frazer models . . . except, of course, the two hand-tooled models shown last January at the Waldorf. (At that time even the chambermaids at the Waldorf put in orders.)

MacDonald ("Mac" to most people who know him) bosses 146 distributors, 3,900 dealers. He's the man responsible for the tremendous job of building, in less than a year, a coast-to-coast organization that will challenge the Big Three in the auto industry and sell, in addition, a line of farm equipment. MacDonald has behind him 30 years of experience in retail and wholesale automobile sales. From the Hupp Motor Co., where, in the early 30's he was vice-president, he went to Willys-Overland as assistant to its president, Joseph Frazer. He's followed Frazer like a shadow ever since. Moved with him to Warren City Mfg. Co., then to Graham-Paige, where MacDonald was made vice-president in charge of sales. When Frazer joined up with Kaiser, MacDonald again went along.

MacDonald thinks he understands the reasons for the failure of so many earlier cars, is determined to avoid the old bear-traps. Gasoline's in his blood—and in the next year, every move he makes will be news.

This Is It . . . the new format for **SALES MANAGEMENT** that I incautiously promised our readers while the snow was still flying last winter. Long over-due (stymied by the war), its installation has been held up since V-J Day because the foundries could not deliver new type faces.

In the re-designing, we clung mightily to the idea of basic simplicity. No frills, no gadgets, no patent medicine type mixtures, we agreed. But everything we could do to make reading easy . . . kind-to-the-eye spacing, the well tailored look, accent on orderly arrangement of ideas. We know only too well that many of you must read as you run.

But two families of type make up the faces in the new format: for the body type, Caslon; for the other units, the sans serif faces known variously (depending upon the foundry of origin) as Tempo, Metro, or Vogue.

Caslon, as you may know, now can be called a classic among type faces. Over 300 years old, it has seen hundreds of newer faces flare up into popularity, then fade into limbo. It persists because of its great legibility. The man who designed it, William Caslon, born in 1692, was an apprentice, in London, in the shop of an engraver of ornamental gunlocks and barrels. When he set up his own book shop in 1716 he became deeply interested in printing, soon started a type foundry, began to design type. Today Caslon type is undiminished in popularity, is used everywhere: in books, magazines,

TOUGH
 SOIL RESISTANT
 WATER REPELLANT
 EYE APPEALING
 for CATALOGS
 MANUALS
 INSTRUCTION BOOKLETS
 PORTFOLIOS
 PROPOSAL COVERS

*Distributed by
 leading Paper Merchants*

HOLYOKE CARD & PAPER COMPANY
 Springfield 7, Massachusetts

advertising, both for its precious legibility and its uncanny aptitude for blending pleasingly with many other type faces. (Caslon, incidentally, was used to set the first printed copies of the Declaration of Independence.)

Won't you place some of the pages in this issue beside their corresponding pages in any earlier issue of SM, and make some comparisons? Naturally we hope you like the new format and feel that it is both more pleasing and easier to read than the old. But whatever your feeling, I earnestly hope a substantial number of SM's subscribers will take the trouble to dictate a note giving us the verdict.

Reincarnation: Mark the Rit feature in this issue "must" for reading . . . because it's one of our half-dozen best stories of the year. It's a tale of management courage, for one thing. The courage to spend money to make money . . . the story of the development of hitherto undreamed of potentialities in an industry that was quietly suffering hardening of the arteries. And it's a perfect demonstration of the fact that sales make jobs—because today Rit employs 200% more people than it did pre-war.

Orchid—and Query: Our good friend (and SM advertiser) Earl H. Maloney, who is advertising director of Peoria Newspapers, Inc., out in my home state, sends along this note:

"One of the several features which I never miss in SALES MANAGEMENT is the pictures and news briefs on sales and advertising personalities under the heading 'They're in The News.'

"Personally, I keep a file of these two pages and I have often wondered whether you have given any thought to saving the plates on this feature until the end of the year with the idea of publishing a SALES MANAGEMENT Album to mail out to subscribers and others interested. . . .

"Just an idea, and I realize it may not be practicable. At any rate, I wanted you to know that I think this feature is one of the best published in any business paper."

Perhaps it is an idea. Is anyone else interested? We might combine the personalities with some of the best of T. Harry Thompson's columnings, and some of our choicest cartoons.

Selling's Stepchild: One of the most poorly organized and poorly executed functions of sales in most businesses is sales promotion. Rightly done, it can pay out handsomely in increased volume. For some time I've been wanting to tell, in SM, the story behind the promotional ideas used with great skill by Columbia Records, and that story is now on the docket for appearance in the August 15 or September 1 issue. I drove up to Bridgeport last Thursday for a chat with the Columbia folks, and the material for the article is even better than I had expected it to be. You'll find the article worth special study.

Inside Sales Management: We're researching again. Within the next month, a thousand SM subscribers will receive a letter asking them to check, on a list we will provide, their favorite features in SALES MANAGEMENT. The ballot is designed so that it will take less than five minutes to fill out. We want to learn how we can make the magazine more useful to you. If you receive one of these question sheets, please fill it out. Your opinion will be of great value to us.

A. R. HAHN
Managing Editor

To Fill Its SEATS

Buffalo's largest chain of theaters, with three first-run and eight neighborhood houses, placed **52.9%** of its 1945 advertising lineage in the Courier-Express.

You'll find that it's equally good "box office" for you to remember that in Buffalo

... You Need the
Buffalo Courier-Express

BUFFALO'S ONLY
MORNING & SUNDAY NEWSPAPER

Resultful Direct Advertising

Planned, Created and Produced

by
D. H. AHREND CO.
has won

~~12~~ 16

NATIONAL AWARDS
in the Last 3 Years

Ask one of our qualified account executives to show you samples of many successful mailings. No obligation in the New York Metropolitan area.

D. H. AHREND CO.

325 to 333 East 44 ST., New York 17, N. Y.
MURRAY HILL 4-3411

- Nothing in the world is as interesting to the people of Tennessee as the people of Tennessee . . . and this principle applies in all markets. Every Sunday in the year the Sunday Magazines of *The Nashville Tennessean*, *Atlanta Journal*, *Columbus Dispatch*, *Louisville Courier-Journal*, *Houston Chronicle* and *Times-Picayune New Orleans States* are tailored to measure for the people who read them and buy from them.

Now, 6 locally-edited
Sunday Magazines
give you...

The Local Touch

... the indispensable ingredient for **HIGHEST READER INTEREST**

And that's not all! ADD rotogravure beauty of reproduction, couple with newspaper mass coverage and local confidence and finally include an extremely long life in the home. Then SUBTRACT the production worries and expenses often associated with placing a national campaign in local media, for you can buy these Sunday Magazines with one order—one set of positives, buy them

in any combination or as a convenient package. They are available in monotone, duotone or matchless full color. New 1,000 line page size.

Now, who says you can't have everything? Here in these six locally-edited Sunday Magazines is a "story book" combination of all the features you look for but never expect to find in one medium.

LOCALLY-EDITED
Sunday Magazines
IN SIX MAJOR MARKETS WITH OVER
1,246,000 TOTAL COPIES EACH SUNDAY

Just contact anyone at Jann & Kelley, O'Mara & Ormsbee, The Branham Co., Sawyer-Ferguson-Walker Co.; or write Standard Gravure Corporation, Louisville 2, Kentucky.

ATLANTA JOURNAL
COLUMBUS DISPATCH
HOUSTON CHRONICLE*
LOUISVILLE COURIER-JOURNAL
THE NASHVILLE TENNESSEAN
TIMES-PICAYUNE
NEW ORLEANS STATES

*Color will not be available in the *Houston Chronicle* until 1947.

Little Man in Checked Coat To Sell Driving Safety

Raybestos has abandoned the scare approach. A current advertising campaign introduces a new trade character to hammer home the idea that brakes are the very heart of car control. It ties in with the current national safety drive.



... He's the new star salesman for The Raybestos Division of Raybestos - Manhattan, Inc. His selling theme — "Check Brakes — Reline with Raybestos."

... And he represents, a revolutionary idea because before he appeared brake lining had always been sold to "stop"—and only stop. Manufacturers took only the negative appeal . . . the scare appeal . . . the "see - what - happens - when - you - can't . . . stop."

Raybestos management didn't like the scare idea and decided to do something about it.

February 16, 1946, was the big day. It marked the start of a new approach in Raybestos promotion—presented a new dynamic sales appeal — introduced an entirely new advertising technique to sell full-range brake control. Never before has sufficient study and research been made to prove—and to publicize—that people *drive* with their brakes—that at least six out of seven brake applications are slow-downs.

"Brake lining manufacturers have, according to the best information we have been able to obtain, always used the negative approach," Jerome W. Brush, Jr., merchandising manager, says. "Their advertisements have always tried to scare the reader by pointing out that if his car brakes don't work he or someone else will be killed. Raybestos decided to use a positive appeal in its 1946 advertising and is now pointing out that motorists drive with their brakes. We show that six out of seven brake applications are used for slow-downs and the seventh is used to stop. It therefore can be said motorists control their cars with their brakes, and with their brakes relined with Raybestos Brake Lining they can be assured of what we term 'Full Range Brake Control'."

With this new approach Raybestos has introduced a new character to tie

in with the campaign theme of "Check Brakes—Reline with Raybestos." A fat man usually gets attention, Raybestos executives maintained, so their advertising agency, Keeling & Co., Inc., Indianapolis, Ind., created a little fat fellow wearing a checked coat. This further emphasizes "check" appeal, Mr. Brush points out, and this character is used in consumer and business paper advertising as well as point of sale material. Raybestos has not named the little fellow because, after all, companies are trying to sell brake lining and the management does not want him to overshadow the product or the trade name. "In this way the character will find his own level," Mr. Brush says.

So now for the first time in aftermarket history, Raybestos has

launched a national, aggressive promotion on full-range brake control —on easy, positive slowdowns, as well as quick smooth stops.

This appeal is being emphasized dramatically in all the leading fleet publications. And simultaneously in major automotive business publications a brake-check campaign ties in, featuring the new and friendly trade character. Advertisements are running in such magazines as *Automotive Digest*, *Motor*, *Motor Age*, *Northern Automotive Journal*, *Southern Automotive Journal*, *Jobber Topics*, and *Brake Service*.

Topping it all, a colorful and compelling consumer campaign is selling full-range brake control to 3,750,000 readers of *The Saturday Evening Post*.

Current advertising in *SEP* dramatizes the "6 times out of 7" theme. One advertisement in a recent issue, for example, is headed "What Does Your Foot See? 6 times out of 7." Just below that is an illustration in black and yellow, showing a man driving. Around him are pictures of road signs—school, curve arrow, begin detour 800 ft., cross road, R X R, angle arrow and stop. Then this copy:

"Get Full Range Brake Control . . . with Raybestos."

"Your foot *sees* what's ahead, as you drive along. Automatically it



TO ASSIST RAYBESTOS SALES MEN AND DEALERS to forcibly bring to the attention of the public the necessity for checking brakes, a merchandising kit has been assembled. Dealers may have as many as they want—without charge.



This little piggie knows his MARKET

No doubt about it, the Woolen and Worsted Textile Capital is a gold mine for sales! April '46 wages showed a 4% increase over March . . . Sales Management Survey, May 1946, reveals annual retail sales approximate \$52,942,000, almost a 4½% increase over the previous year . . . and bank deposits are at a new high!



Reach the people who are better able to buy your product. Reach them thru their daily newspaper — the Eagle-Tribune. Read in 95 out of every 100 homes. ABC Circulation over 35,000.

Serving hundreds of national advertisers

The EAGLE-TRIBUNE
LAWRENCE, MASSACHUSETTS
WARD-GRIFFITH CO. - NATIONAL REPRESENTATIVES



rises and falls, to control the car. And 6 times out of 7 it's to slow-down—6 slow-downs to every stop.

"To supply this full-range brake control Raybestos builds all seven types of brake lining, and engineers them into scores of sets, one of which is exactly right for your car!

"Reline with Raybestos and get full-range brake control—easy, positive slow-downs; quick, smooth stops."

The little fat fellow then carries on (in black and yellow check coat) with "Check Brakes—Reline with Raybestos." The name "Raybestos" is also in black and yellow.

Business paper advertising follows through with such headings as "Change Oil," "Rotate Tires," "Inspect Bearings"—but always in all advertisements there is the little fat fellow with his point-of-sale theme, "Check Brakes—Reline with Raybestos." The old theme "pull wheel" is no longer used.

Ads Point to More Profits

A typical advertisement in business papers is headed "Rotate Tires" followed with this copy:

"Combine the two and multiply your profits! It's a natural to check brake lining when you rotate tires. And it's easy to sell a Raybestos reline to that big percentage of cars which need brake service.

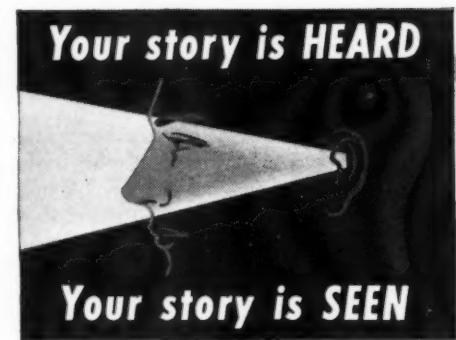
"Only Raybestos has all seven types of brake lining to give the best service for every car—each type engineered for its own specific purpose. Raybestos gives you the right combination of these materials in easy-to-handle PG (Proving Ground Tested) Sets. With Raybestos PG Linings, your customers get full-range brake control—easy, positive slow-downs; quick, smooth stops; extra safety."

Reprints are made of all advertisements and sent to dealers with this note: "This is of interest to your customers. Hang it up!"

Raybestos had much to do with launching the nationwide safety drive which started May 15th and is still in force. Raybestos salesmen therefore all have a moral stake in the campaign. To assist company salesmen and their dealers to forcibly bring to the attention of the public how necessary it is to "Check Brakes—and then—Reline with Raybestos," a merchandising kit has been assembled with these sales aids in it:

1. New dealer price wall chart.
2. Display pennants.
3. Quick check book (order pad, price list and catalog page all in one).
4. Copy of poster announcing the

SALES MANAGEMENT



ILLUSTRAVOX two-way training is 40% faster

ILLUSTRAVOX sound slidefilm equipment uses dramatic pictures and spoken words to focus full attention on your training message. Trainees learn 40% faster, remember 25% longer! In all types of sales and production training, Illustravox is the one best way—least expensive, most effective!

Now is the time to lay the groundwork for the competitive days ahead. Plan to capture your share of the market with efficient, Illustravox-trained salesmen and dealers. Illustravox gets results—results that mean better business and greater profits. The Magnavox Company, Illustravox Div., Dept. SM-8, Ft. Wayne 4, Ind.

FACTS YOU SHOULD KNOW

- Illustravox pioneered sound slidefilm equipment in 1932.
- Illustravox has been field-proven by leading industrial concerns.
- Illustravox has made 75% of all sound slidefilm equipment now in use.

ILLUSTRAVOX

THE ILLUSTRATED VOICE
DIVISION OF THE **Magnavox** COMPANY • FT. WAYNE
MAKERS OF FINE RADIO-PHONOGRAPHS

Dominant Coverage

★ Yes — the News Tribune delivers 74% coverage of Tacoma-Pierce County, Washington's 2nd Market. Other daily papers rank like this:

Second Tacoma Paper	50%
Seattle Morning Paper	11%
Seattle 1st Evening Paper	5%



Concentrated Coverage

★ 96% of the Tacoma News Tribune's 61,317 circulation is concentrated in the A.B.C. retail trading zone — giving real sales impact where it does the most good!

(Source of figures: A.B.C. and U.S. Bureau of Census Reports)

THE NEWS TRIBUNE

Tacoma 1, Washington

Covering Washington's Second Market

nationwide brake inspection campaign.

The order-getter book covers specifications and prices of all fast-moving PG and Wire Molded Sets and assortments. Company salesmen are asked to check their dealers' stocks against this blank check and send it to the home office with their orders, and to make a record of their Raybestos sales on the stub.

A large broadside, printed in four colors, announced the national brake check and the special Raybestos promotion. Distributors are told that their part in the campaign consists of mechanical improvement:

"Defective vehicles were involved in 17% of the fatal accidents in 1944. It's up to you to supply, and promote, the items which will give every car maximum safety.

"On each car stopped by the police, six items will be checked . . . five of them directly concerning aptitude. Windshield wipers, lights, and horns must be in top condition. Tires will be checked for cuts, bruises and excessive wear. More important, still, brakes must pass the one-inch block test.

"Tie in with your state police. Get your dealers lined up for full cooperation. Start a special promotion of those vital parts at once."

Dealers Cooperate

The inside of the broadside carries a picture of the huge Raybestos check brake campaign poster. Distributors are urged to order as many of these posters as they need for their dealers, also to send to the Raybestos home office the names and home addresses of their salesmen, so that Raybestos can mail the kits without any charge directly to them and save the distributors' time.

Additional sales aids include bill enclosures, blotters, postcards, letterheads, etc., on which is imprinted the individual dealer's name. The little fat man in the check coat appears on all of them.

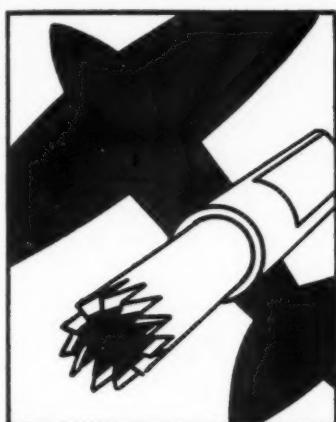
Judging from reports coming in from the field daily, Mr. Brush says, the new appeal in Raybestos advertising is meeting with approval everywhere and the new trade character is fast "finding his own level."

The new approach is unique to the industry. "There's a new generation to educate," Mr. Brush points out, "and the new appeal has an educational value. It is teaching new drivers that they really drive with their brakes—actually control their cars with them. It is giving them more confidence now that the scare thought has been thrown out."

"Fifty Facts" Booklet Pulls 7,000 Inquiries

Case-histories on tool improvement build prospect list for Perfection Tool.

A modest little booklet titled "Fifty Facts" has solved "one of the most unique problems I have encountered in 30 years in advertising—how to get inquiries, satisfy those who answered our ads that ours is a substantial outfit which has something on the ball—and at the same time avoid getting more than a minimum trickle of immediate business." Thus, A. S. Eves, chief field engineer, Perfection Tool & Metal Heat Treating Co., Chicago, states the reasons behind publication of "Fifty Facts."



SALES TIP: "One picture . . . "

This booklet, promoted by advertising in industrial publications, brought in 7,000 inquiries, Mr. Eves reports, from potential users of Perfection tools who want to read the 50 case-histories in the booklet on how tools can be improved by better hardening. Attesting to the booklet's pulling power, Mr. Eves emphasizes that these inquiries came "not alone from the front office, but better yet, from men away down in the far corner of the shop who make and use the very tools we talked about.

"In our industry," Mr. Eves points out, "it is most unusual to draw business from other than territory close by. However, we never have been satisfied with that; and even before the war we had developed upward of 3,000 customers in 31 different states. In the war years we were swamped with business but the time is here now when we can use names of good prospects. So, we have them—lots of them.

AUGUST 1, 1946

Our
Client's
Confidence
is Well-Earned



LET US SHOW YOU WHY. NO OBLIGATION OF COURSE.

Winston-Salem Again Selected

The North Carolina office of the Veteran's Administration casting about for a place in which it could locate . . . to better serve the needs of North Carolina's thousands of veterans . . . has selected Winston-Salem as state headquarters.

This agency, employing about one thousand people, is a material addition to Winston-Salem's family of ACTIVE people . . . gainfully employed and well able to buy the things you have to sell.

JOURNAL and SENTINEL

Winston-Salem, North Carolina

National Representatives: KELLY-SMITH COMPANY

How to Put Selling Steam Behind a Fund Raising Drive

BY ALLEN L. BILLINGSLEY • President, Fuller & Smith & Ross, Inc.

Almost all of the techniques and devices that make an effective campaign to sell shoes or ships or sealing wax can be used to raise money. Cleveland's experience with the annual Community Chest drive is a striking case in point.

To a long list of successful sales devices the Community Chests of the United States have added a new wrinkle—their own individual symbol or trade-mark.

More than 800 American cities this year will use the Red Feather—badge of courage and generosity—to promote their campaigns for welfare funds.

Until this year the various fund raising organizations have been known by many different names and have had an assortment of symbols. Henceforth, all of the community fund raising organizations will be known as Community Chests and all will fly the Red Feather.

Last year, 849 cities in the country raised close to a quarter billion dollars through Community Chest campaigns. Back of their success is the high quality of sales promotion which goes into each and every campaign.

Selling a community on giving money for health and welfare purposes isn't the same as selling an automobile or refrigerator to an eager prospect, even though many of the same sales principles are involved in each transaction. Community Chests must sell the public on need. The approach must be graphic, appealing and intensive.

Because the fund raising periods are of short duration, it isn't possible to give the prospect time to deliberate, as in buying a car. He must be sold quickly or perhaps not at all. Consequently, it is extremely important that promotion of a Community Chest drive be handled in the most effective way possible.

It was in Cleveland, Ohio, that the Community Chest plan was born, in 1919. Cleveland, during 27 fund raising campaigns, has held a prominent place nationally for percentage of goal achieved each year. Total of the 27 Cleveland Community

Chest goals was \$115,888,545, of which a total of \$113,243,489.06, or 97.7% was raised.

Cleveland's Community Chest each year, like the Chests of other cities, numbers among its volunteer workers some of the country's best advertising and sales promotion brains. To the annual campaign for welfare funds they bring the same sales principles which are successful in general business, but which must be adapted to the needs of non-profit organizations, such as the Community Chest, and to a short, intensive drive.

Few Clevelanders, except those who participate, realize the amount of long-range planning which precedes the 10-day drive held each October. No group works harder at planning the campaign than the men responsible for selling it to Mr. and Mrs. John Q. Public. And part of their planning consists of keeping campaign expenses down to 2½ cents out of every dollar raised.

Selling the Community Chest to Clevelanders begins with selection of the campaign poster. Function of the poster is to promote generous giving, and it must be just right to do the job. In general, the poster carries an appealing picture, the Chest symbol, the campaign slogan and dates of the campaign. Slogans are keyed to need. Cleveland's "We Can't Fail Them Now" performed the same function in 1945 as the Richmond, Va., "Be Generous in Victory," Decatur's "Care Enough to Give Enough" and Columbus' "Say Okay with Two Days Pay."

This year the country's Community Chest posters will accent activities on the home front. During the war when Community Chests were collecting for the National War Fund as well as for home activities, the accent was on overseas relief.



CHARITY'S TRADE-MARK: In 800 cities, Red Feather means Community Chest.

Literature is important to campaign planning. Last year Cleveland used more than 2,000,000 pieces of printed matter, including campaign booklets, sales manuals, pay envelope enclosures, teachers' handbooks and bank enclosures.

Campaign literature is simplicity itself; it is easy to read copy which emphasizes need. It explains the services supported by the Community Chest, appeals to the donor to keep those services intact by generous giving. Such printed matter will be sent, shortly before the 1946 campaign opens in October, to industrial plants, offices, stores, schools, homes. They will pave the way for the fund-raising drive itself.

Campaign reminders in the form of pay envelope enclosures will be



PACKAGE INSERTS

● Package Inserts are small in size, but, oh-so-big in accomplishment. The stories they can tell and the jobs they can do are myriad. They travel in the product package "for free"—no distribution cost. They get there, positively, with the product. They land right in the hands of actual, active users of your product . . . your best potential for repeat and additional business.

The one-billionth Package Insert designed and produced by Forbes might well have been one of those shown above. We passed that total some time ago. That represents a wealth of experience, ability and capacity which can be of inestimable help to you.

Just write, wire, phone or teletype. We'll put this experience to work for you pronto.

FORBES
LITHOGRAPH CO.
NEW YORK CLEVELAND CHICAGO ROCHESTER
P. O. Box 513 Boston 2

placed in the pay envelopes of more than 300,000 industrial workers three weeks before the campaign gets under way. A second reminder will accompany the workers' pay checks on the eve of the drive.

With the Cleveland Clearing House Association cooperating, the Community Chest message will be brought to checking account customers of 11 greater Cleveland banks by means of enclosures mailed with their cancelled checks.

For the first time, this year charge customers of downtown department stores will also receive Community Chest reminders by mail. These will be sent out with their September statements which will arrive at Cleveland homes shortly after October 10—a few days in advance of the Chest drive.

By arrangement with city officials, downtown Cleveland is decorated during the full period of the campaign. A bit of smart sales promotion is involved in the Cleveland Chest's choice of light blue and white as its colors. At no other time of the year do the city's streets show these colors and local citizens automatically associate them with the Chest campaign. The hundreds of thousands of persons who use Cleveland's public transportation, daily are reminded of the Community Chest campaign by dash cards on the fronts of street cars, hangers and window streamers inside street cars and buses.

Use of 24-sheet posters has been found most satisfactory for outdoor advertising. These are posted on boards on main thoroughfares throughout the city. Ninety-six 24-sheets, half of them illuminated, will carry the 1946 campaign message.

By enlisting the cooperation of the major railroads, the use of 15 overhead bridges has been made available to the Cleveland Fund. Huge canvas signs, advertising the drive, will be mounted on them.

Each large downtown department store annually earmarks at least one of its show windows for a Community Chest display. The stores determine their own window designs, furnish their own properties. By uniformly timing their exhibits, the participating stores blossom out, simultaneously, in Community Chest regalia on the opening day. Stores which do not arrange special exhibits usually devote show window space to the campaign poster. Eighty-three hundred window posters will be exhibited by Cleveland stores this year.

The volunteer publicity committee

is responsible for the "ads within ads" which appear at campaign time. These are Community Chest plugs which appear somewhere in the newspaper advertisements of regular advertisers. Seventeen important Cleveland advertisers, including The Higbee Co., The May Co., Fred Harvey Co., and the A. & P. Stores used "ads within ads" on behalf of the 1945 campaign.

Downtown restaurants help by printing reminders on their menus. Some cities, such as Cedar Rapids, Ia., and St. Louis, Mo., have campaign reminders printed on paper

in the interests of the fund-raising event, that the rally is one part of a great, Community-wide effort on behalf of the homeless, sick, needy, and aged.

A very effective advertisement for the Cleveland fund drive is the huge, electrically lighted sign on the East Ninth Street-Euclid Avenue corner of the Cleveland Trust Bank. Watching the indicator move slowly toward the goal figure has caused untold numbers of Clevelanders to reach into their pockets to help the Chest "make it."

Local newspapers and radio sta-



1946 APPEAL: First step in Cleveland's campaign is selecting the poster. Keyed to central theme, all forms of promotion are used in intense, 10-day drive.

napkins as well as on menus.

The Festival Rally, held annually at Severance Hall, home of the Cleveland Orchestra, is attended by thousands of music lovers. The Cleveland Orchestra plays an uninterrupted two-hour program of classical music. At the opening, there is a five-minute talk on behalf of the Community Chest. There is no fund solicitation, but the Festival Rally is an excellent beginning for the campaign because everyone knows that the orchestra is donating its services

tions, too, give the campaign top coverage each year. Newspapers assign their ace reporters to the Chest drive; radio stations carry spot announcements, broadcast most of the important meetings of Fund leaders.

The Campaign appeal is carried to schools, clubs, civic groups, industrial plants by the Schools and Speakers Divisions of the Chest. Ninety talks were given last year by student speakers, more than 1,000 by adult speakers. Student speakers receive honor certificates from the 40 & 8

PAGES FROM A BUYER'S DAYBOOK . . .

See
Training Director
Re. J.P. Co's new
material. Why isn't
it's line moving?
Get some push
behind its good
features.



The Buyer's Profit Comes From Sales

You put the cart before the horse when you think of a buyer as just a man or woman who buys. The buyer thinks in terms of *profit* . . . and profit depends on what he *sells* — how much, how fast, how few mark-downs. He has to move merchandise *out* before he can put more *in*. And the training director is the one who can help him do it. She has a knack for taking bushels off of lights — for dramatizing your products' features right before your customers' eyes.

The buyer needs her . . . and so do *you*. In the department store, merchandise *moves* only through the co-operation of all the members of the management *team* — president, merchandise manager,

advertising and display managers, training director and key buyers.

Help the buyer with an advertising program which parallels his own operation . . . which seeks the co-operation of the whole *team*. Tell them *all* — in the magazine they *all* read — the Department Store Economist. You'll profit from a store-wide enthusiasm which moves products in less time than you thought possible — which leaves the stock room clear for more orders!



100 EAST 42d STREET, NEW YORK 17, N.Y.; 56th and Chestnut Streets, PHILADELPHIA 39, PA.; 29 East Madison Street, CHICAGO 2, ILL.; 1836 Euclid Avenue, CLEVELAND 15, OHIO; 10 High Street, BOSTON 10, Mass.; Rhodes-Haverty Bldg., ATLANTA 3, GEORGIA; WEST COAST: Garfield Building, LOS ANGELES 14, CAL.; Russ Building, SAN FRANCISCO 4, CAL.

Society of the American Legion for their aid to the campaign.

For the kickoff meeting of the big Industrial Division, a name personality is usually imported to Cleveland. Last year, radio's Quiz Kids opened the Industrial Division's drive by doing their weekly coast-to-coast broadcast in Public Auditorium, before 10,000 Industrial Division workers and their friends.

In preparation for the 1946 Community Chest campaign, a "Minute Man" committee was organized last spring. Made up of 37 advertising and sales promotion leaders, the committee is making a study of the 100 Community Fund agencies, to devise better ways of selling their need to the public.

Minute men include representatives from such advertising agencies, as The Griswold-Eshelman Co.; Batten, Barton, Durstine & Osborn, Inc.; McCann-Erickson, Inc., and Fuller & Smith & Ross, Inc.; public relations directors of the Cleveland Diesel Engine Division of General Motors Corp.; American Steel and Wire Co.; Aluminum Company of America; and editors of *Iron Age*, *Steel* and *The Foundry*.

Exploit Human Interest

A current weekly radio series, "I Found a Story," grew out of the Minute men study. On each broadcast two or three human interest stories are related, based on case histories studied at the agencies. This is advance selling of the October campaign. Into each program has gone the same careful preparation which would go into the readying of any large advertiser's radio copy.

"I Found a Story" is important because it is giving Clevelanders a view of how their money is being spent. And Community Chest officials everywhere realize that the giving public wants to know what happens to dollars contributed for welfare.

The test of sales promotional plans lies in their effectiveness. Cleveland's record is an enviable one. In 1919, when the first Community Chest campaign in the world was held in this city, there were 6,000 donors. In 1945, the Chest campaign was supported by 606,404 Clevelanders.

With the inclusion of the Red Feather in its 1946 campaign, Cleveland's Chest leaders see opportunities for even more effective sales promotion. Other cities, which last year made use of the Red Feather motive, were delighted with results. They found it colorful, well received by public, press and radio. The Red

Feather dominated newspaper advertising, outdoor advertising, posters and show windows during the 1945 Chest campaign in Cincinnati. Downtown light poles carried Red Feathers on white cardboard, with the slogan, "Wear It Proudly." Department stores and business buildings flew Red Feather flags.

The Macon County Community Chest, Decatur, Ill., used as promotion material maps of the city with Red Feathers marking the location of Chest supported agencies. New Orleans also used the map as a means of sales promotion.

Red Feathers rained on citizens of Oklahoma City, Syracuse and Tulsa, a few days before the start of their fund raising last year. A local flyer dropped 100,000 six-inch cardboard feathers over downtown Oklahoma City at noon. The afternoon papers explained the deluge. Syracuse's shopping section was flooded with feathers dropped from a CAP plane. Tulsa's feathers were released from the tops of office buildings.

Policemen, bus drivers, waitresses and sales girls were provided with Red Feathers to wear during the Richmond, Va., fund drive. The Richmond Community Chest literally covered the city with Red Feathers—in the form of easel cards, montage posters, sidewalk stencils and window displays. A large neon feather thermometer—white when the drive started, red when it ended, charted the course of the giving.

Hartford, Conn., renamed its Pratt Street "Red Feather Lane" to promote its campaign. All teams exceeding their solicitation quotas were treated to a ride on the "Red Feather Special"—a city fire truck.

During the Dayton, Ohio, drive, Red Feather headdresses were made by local Camp Fire Girls, Boy Scouts and Girl Scouts, presented to Chest leaders at report meetings. The newspapers ate it up. Dayton gave its campaign a Hiawatha flavor. Its progress chart was a winding, danger-ridden river down which a canoe moved toward Gitchie Gimme or the 100% mark. Syracuse named newly returned General Jonathan Wainright as its honorary chairman, presented him with a beautiful Red Feather headdress made by the Onondaga Indians.

Chests of several cities distributed their own campaign newspapers, some of them called "Red Feather News." For the Greater St. Louis Community Chest, its campaign paper proved a blessing as the local papers were out on strike during its campaign. "Chestie and Coptie," named for characters specially created for the campaign by Walt Disney, was published by the Los Angeles Chest; the Greater Boston Community Fund published "The Bulletin"; Cleveland, "Spotlights," and Worcester, Mass., the "Golden Rule."

Charity by Mail

Some Chests sold their campaigns by direct mail. The Madison, Wis., Chest sent out a "Red Feather letter," styled like the Kiplinger Washington Letter, predicting needs and aims of its agencies; Saginaw, Mich., resorted to direct mailings to contact the city's users of gas and electricity, thus contacting 97% of its donors.

The Community Chests of Boston, Mass.; Harrisburg, Pa., and Seattle, Wash., used to good advantage pamphlets showing tables of tax deductions possible through generous contributions to their funds.

Some of the multiple sales promotion is aimed at solicitors as well as donors. The Grand Rapids, Mich., Chest last year inspired its solicitors with a 7" x 10" card in red and blue, with a mirror in the center. Under the mirror was this copy: "I'm looking at a campaign worker who's coming through with 100%." Decatur, Tacoma and Columbus, among others, gave merit certificates to faithful campaign workers.

Erie, Pa., and Little Rock, Ark., promoted "Follow Your Dollars" tours to see their drives. Local citizens were given time off from work to visit the Community Chest agencies to see for themselves the work being done. Cleveland has again planned "Come and See" tours for its campaign period this fall.

A Short Cut to Reasonable Auto Costs for Firms with Small Fleets

BY R. E. RUNZHEIMER • R. E. Runzheimer & Co.

This third and final article* in a group of three discussions of automobile allowances is directed to the specific problems of companies traveling small numbers of salesmen. It provides control without excessive red tape.

If you are dissatisfied with the usual flat, sliding scale of "uniform combination fixed and per mile" systems of making allowances to salesmen driving their own cars on company business, you will be especially interested in the cost area standard allowances described in this article.

The various known systems of determining business mileage allowances on salesmen-owned cars fall into four clearly defined stages from the standpoint of their relative fairness and accuracy:

1st stage: Uniform flat allowances

2nd stage: Sliding scale and uniform combination fixed and per mile allowances

3rd stage: Cost area standard allowances

4th stage: Individual standard allowances

At present the individual standard allowance system which was described in a preceding article, represents by far the fairest, most accurate and most satisfactory method of controlling business mileage reimbursements. Our studies indicate that it is more accurate and more economical than the cost area standard allowance system by amounts averaging approximately \$100 per car yearly. In a fleet of 25 privately owned cars this means increased accuracy and savings up to \$2,500 yearly; in a fleet of 50 cars, up to \$5,000 yearly; and in a fleet of 200 cars up to \$20,000 yearly. When you consider

that the individual standard allowance system, once it has been properly installed, can be maintained at a charge of only a few dollars per car per year, it becomes clear why it has been in continuous use for periods to 14 years by many of America's most progressive companies.

However, the cost area standard allowances as explained below are clearly much more accurate and fair than the commonly used flat, sliding scale or uniform combination fixed and per mile allowances. Accordingly, to all companies still using the latter systems, these cost area standard allowances will provide a helpful guide

indicating the seriousness of existing over or underpayments to individual men. To companies operating 15 or fewer privately owned cars, cost area standard allowances offer at least a temporary mileage allowance basis the yearly total cost of which will not exceed too greatly that under the more accurate individual standard allowance basis.

In the accompanying map the United States is divided into 10 general cost areas from the standpoint of passenger automobile operation. Table I then shows the yearly and daily fixed, plus the variable per mile allowances in each of these cost areas on both Chevrolet and Buick 40 series cars. The map also shows the yearly fixed and variable per mile allowances on the Chevrolet car basis.

In establishing the fixed costs for each cost area we have used a specific "basing point" city as shown in Table

TABLE I
Automobile Standard Allowances by 10 U. S. Cost Areas

A—Standards based on Chev'46-Spl-DeL-4 Door Spt Sedan				
Cost area no.	Basing point for fixed charges	(1) Total annual fixed costs	(2) Fixed allowance per day	(3) Total per mile allowance
1	San Francisco, Cal.	\$391	\$1.07	2.65c
2	Butte, Mont.	410	1.12	3.15
3	Omaha, Neb.	341	.93	3.00
4	El Paso, Texas	352	.96	2.95
5	Duluth, Minn.	365	1.00	2.60
6	Tulsa, Okla.	363	.99	2.65
7	Chicago, Ill.	348	.95	2.45
8	Birmingham, Ala.	364	1.00	3.05
9	Saratoga Springs, N. Y.	387	1.06	2.70
10	Miami, Fla.	369	1.01	2.85

B—Standards based on Buick'46-41-4 Door Sedan				
Cost area no.	Basing point for fixed charges	(1) Total annual fixed costs	(2) Fixed allowance per day	(3) Total per mile allowance
1	San Francisco, Cal.	\$422	\$1.16	3.05c
2	Butte, Mont.	437	1.20	3.65
3	Omaha, Neb.	366	1.00	3.45
4	El Paso, Texas	386	1.06	3.45
5	Duluth, Minn.	396	1.08	2.95
6	Tulsa, Okla.	392	1.07	3.05
7	Chicago, Ill.	374	1.02	2.80
8	Birmingham, Ala.	397	1.09	3.55
9	Saratoga Springs, N. Y.	418	1.15	3.10
10	Miami, Fla.	402	1.10	3.25

*See "Facts You Will Need for Appraisal of Your Salesmen's Auto Setup," SM, July 1, 1946, and "Flat Allowances for Salesmen's Cars: Why They're Wasteful and Unfair," SM, July 15, 1946. Reprints of the three articles in one folder will be available about August 20 through Sales Management's Readers' Service Bureau, price 10 cents each.

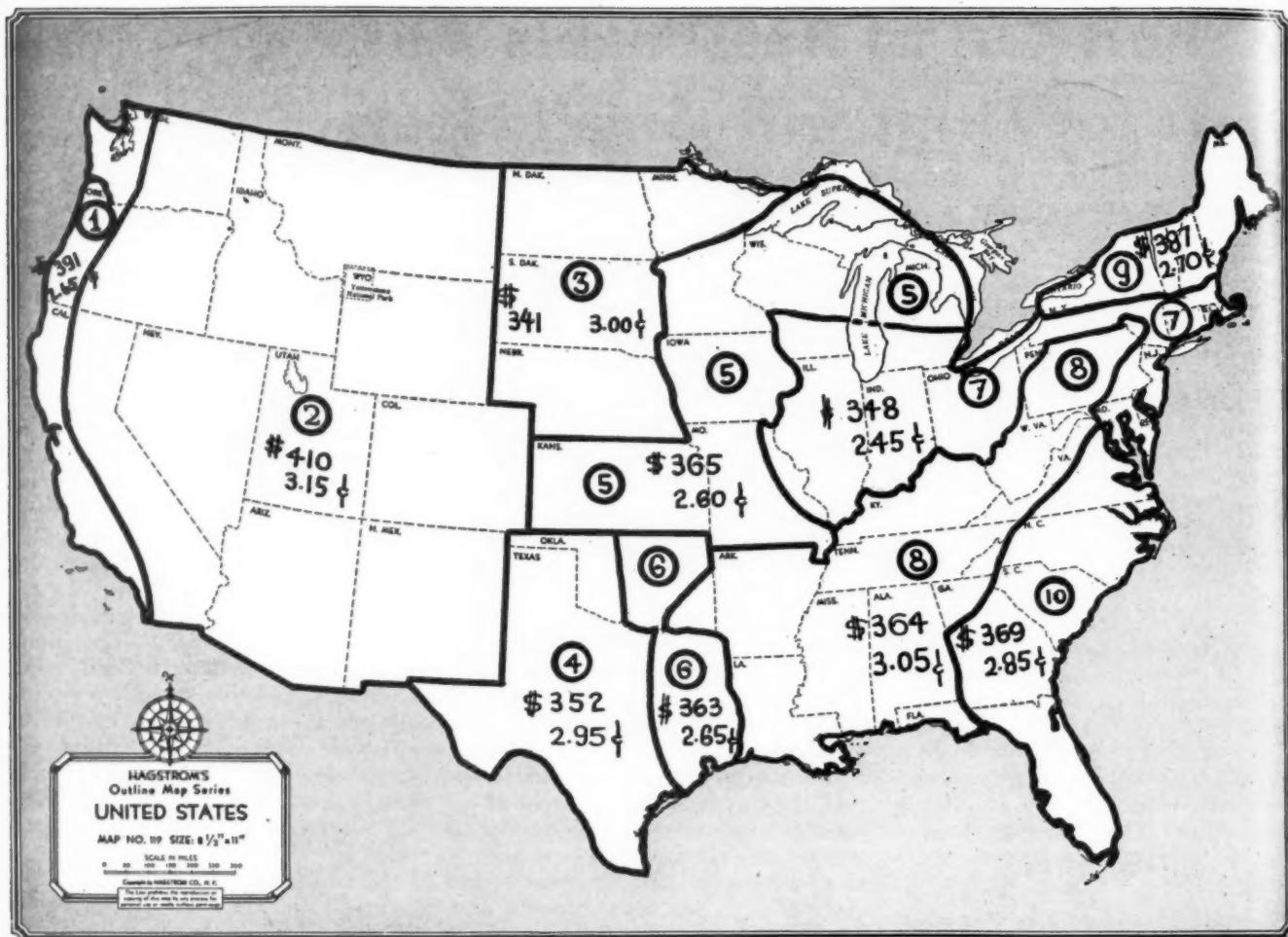


FIGURE YOUR OWN COSTS: Team up this map (which divides the U. S. into 10 basic cost areas) with the table on page 89, and you can set up a reasonable cost schedule for cars operating in various territories. See article for explanation.

I. Usually this was the highest fixed cost city in the area, and, to that extent, explains why these cost area standard allowances are necessarily higher than most individual territory standard allowances within the general area which reflect accurately the lower fixed charges appropriate to each driver's home city. The fixed cost items included under the total annual fixed costs in column (1) are: fire, theft, property damage and public liability (10-20M limits) insurance premiums; license fees; depreciation.

Similarly, in establishing the variable per mile costs in each general cost area we have been governed by the predominating road and terrain conditions and gasoline prices. This again means that these variable per mile allowances for each of the 10 general areas will be appreciably higher than they would be for specific individual salesmen's territories included in these areas under an individual standard allowance setup. The variable cost items reimbursed for by the allowances in column (3) are: gasoline—"regular" grade; oil;

washing and greasing; maintenance; tires.

There are certain items subject to reimbursement on business mileage which are not included in the above listed fixed and variable items and which we recommend be reimbursed for as special amounts as incurred and reported by the salesmen. These are: local city license fees; local property taxes; daytime parking and bridge and ferry tolls; overnight storage when away from home city.

The allowances for depreciation included in the fixed costs under column (1) are adequate up to and including 18,000 business miles yearly in a Chevrolet class car, and up to and including 20,000 miles yearly in a Buick 40 series car. On the Chevrolet basis the depreciation allowance annually, under a proper standard allowance setup, increases by about \$7.00 per thousand miles driven on business annually in excess of 18,000. On the Buick 40 series basis it increases by about \$6.25 per thousand miles driven on business annually in excess of 20,000. Thus, a salesman driving 24,000 business miles in 12

months would at the end of that time be entitled to a depreciation adjustment equal to 6 times \$7.00—or \$42.00—on the Chevrolet basis. On the Buick basis he would receive 4 times \$6.25—or \$25.00.

The annual fixed costs under column (1) may, of course, be reimbursed for over monthly, semi-monthly, weekly or daily periods, as desired by the individual company. Column (2) expresses this allowance daily and is determined by dividing the annual fixed costs under column (1) by 365.

To summarize, you may readily apply the cost area standard allowances described above to your own individual salesmen's territories by following these three steps:

1. Establish as the fixed allowance the amount shown under column (1) for the cost area including the driver's home city.

2. Establish as the per mile allowance the weighted average of the allowances shown under

column (3) for the cost areas in which business mileage is driven. (A man covering Iowa and Nebraska in approximately equal proportions would receive the average of per mile allowances for areas 3 and 5.)

3. At the end of 12 months adjust depreciation allowances on business mileages in excess of either 18,000 or 20,000 as previously explained.

While considerably less accurate than the individual standard allowance system, your application of these cost area standard allowances will certainly be far more satisfactory than the usual flat, sliding scale or uniform combination allowances. Furthermore, it will be a natural and logical step in the direction of the ultimate present-day means of assuring permanently accurate, flexible and fair business mileage allowances—the use of the individual standard allowance basis.



COFFEE HOUSE: This is the entrance to Cory Glass Coffee Brewer Company's new show room and sales office at 3711 Wilshire Boulevard, Los Angeles. In keeping with the location, the Cory display room has been designed by Maynard Lyndon, Los Angeles architect, in ultra-modernistic Hollywood style.

Cory coffee-making equipment of various types is displayed under lights suspended from the ceiling, and hanging directly over displays. Screens provide the background for dramatizing individual product displays.

AUGUST 1, 1946

LONG BEACH, CALIFORNIA

*First Again!

5 out of 6 consecutive years! Highest
Per Capita Buying Power of
any major U. S. city!



Covered by a great metropolitan daily with nearly
80,000 net paid circulation.

LONG BEACH

Press-Telegram

• Sales Management's 1946 Survey

Represented Nationally by WILLIAMS, LAWRENCE and CRESMER CO.
In Greater Long Beach it's the Press-Telegram!

BUSY SALES EXECUTIVES SAY . . .

*"We get more work done in less time
at the Hotel New Yorker"*

Smart planners make the New Yorker their headquarters
for many reasons:

1. Its central location—on the busy West Side—is convenient to
all business, shopping and amusement areas.

2. Access to Pennsylvania and Long Island Railroad Stations is
made easy by direct private and tunnel.

3. Luncheon, meeting and convention facilities are ideal for
groups up to 600.

4. It offers more for the hotel dollar in food, service and accom-
modations.

5. Modest rates and unparalleled facilities make the New Yorker
a logical choice for your next important function.

Address—Sales Department

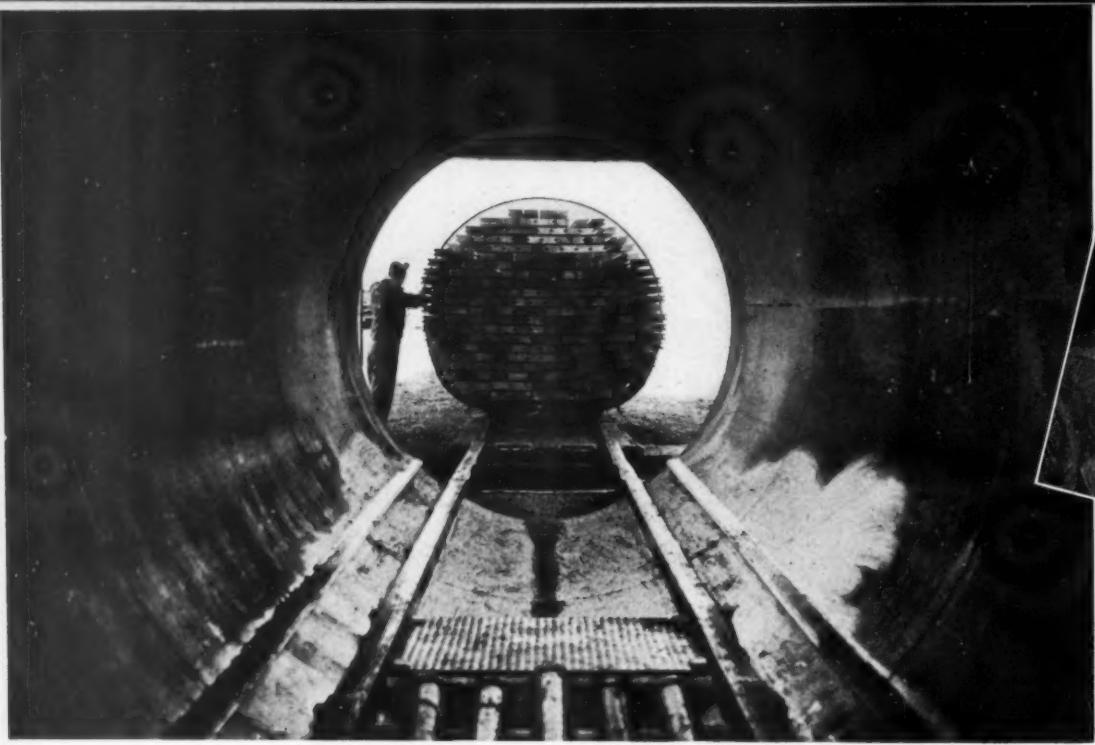
Hotel NEW YORKER

Member—American Hotel Association
34th Street at Eighth Avenue, New York 1, N. Y.

Direct Tunnel Connection to Pennsylvania Sta.

Home of Pro-Tec Royal Bathrooms...They're Ultra-Violet Painted

FRANK L. ANDREWS, President 2500 ROOMS from \$3.85



LEE E. BARTLETT: Directs the A. L. & T. farm market development program. Left: The lumber is loaded on tram cars and rolled into the special heating and pressure-treating cylinders.

Treated Lumber Processors See American Farms As Live Market

BY TERRY ARMSTRONG

American Lumber & Treating Co. is aggressively campaigning to sell farm owners on the investment value of building with wood which will resist fungi, fire, termites and decay. All orders are turned over to their customers—the lumber manufacturers and wholesalers who make deliveries.

Despite the fact that industry's demand for treated lumber far exceeds the present supply, the American Lumber & Treating Co. is pioneering in an aggressive program to make impregnated wood more readily available to the farm market. Actually the program was initiated just before the war, but it had to be practically abandoned when the war emergency necessitated the channelling of processed wood to vital industries and the Armed Forces.

With the emergency now a thing of the past, J. F. Linthicum, president of A. L. & T., announced this month from Chicago headquarters, that the farm market development program is now fast gathering momentum under the direction of Lee E. Bartlett, the company's specialist in agricultural engineering.

The program already has been

thoroughly launched in some half dozen eastern states including New York, Pennsylvania, New Jersey, Massachusetts, and Connecticut. In addition, both Mr. Linthicum and Mr. Bartlett express deep satisfaction with the program's progress in other sections of the country and with the fact that it is fast assuming a nationwide aspect.

Mr. Bartlett, who has been in the lumber and lumber treating business for over 20 years, has long been a champion of the farmer's need for pressure-treated wood, and his own Kansas farms have frequently been utilized as a proving ground for various building materials treated under A. L. & T. preservative processes. He is also an active member of the American Society of Agricultural Engineers and of the Committee on Farm Structures of the Producers' Council.

This may be taken as one of the major reasons why the program is being pushed with such enthusiasm and vigor.

While it is true that some companies have sold treated fence posts to farmers, the A. L. & T.'s particular program reflects a timely and broader evaluation of the vast sales potentials for treated wood in the farm market.

According to Mr. Bartlett, the company has long realized the farmer's need for pressure-treated wood if he was to obtain a greater degree of permanency in his farm structures. Distribution and technical advancement, however, had failed to keep pace with that general need. Now that these conditions are being alleviated, A. L. & T. expects to be among the very first in the industry to speed distribution and broaden the scope of the farm market for treated wood.

To appreciate why A. L. & T.'s farm market development program demands the utmost in *creative selling*, one must consider the nature of the company's business and mode of operation. American Lumber & Treating Co. *does not sell lumber*. That is—it sells only its wood-treating services to lumber manufacturers and wholesalers who in turn service

SALES MANAGEMENT

the retail lumber houses.

For instance, let us say a wholesaler-customer has a demand for two carloads of pressure-treated lumber. The two carloads are shipped to A. L. & T.'s nearest plant where it undergoes a "preserving" treatment under the company's special pressure-treating process. Today, the firm—which was established in 1934—has nine such processing plants in operation, two under construction and two more in the planning stage to facilitate the distribution of treated wood in farming sections of the country.

Why does the company see vast potentials in the farm market? First, the farmer, per individual, is the world's largest user of forest products. He knows the value of treated woods. For decades now he has avidly grasped every piece of processed wood he could get his hands on—particularly discarded railroad ties (always made of treated wood) for fence posts. Second, many farm property financing agencies and insurance companies are reluctant to do business unless certain structures on a farm are assured a measure of permanency by the proper use of treated woods. That is because decay, fungi and termite attack can, in a comparatively short time, reduce the value of a farm structure when its foundation and other vital parts are built of untreated lumber.

It is easy to understand why A. L. & T. expects to find the farm market a most responsive and lucrative one in view of the following facts:

1. Wolmanized Lumber* (lumber

treated under a special A. L. & T. process) has an increased life of three to five times that of untreated lumber. Deterioration from decay and termite attack is reduced to the very minimum when pressure-treated lumber is used in the vital parts of a structure—underflooring, beams and sills.

2. The initial cost of pressure-treated lumber, while naturally above that of untreated wood, is more than offset by the longer lasting qualities. In other words, in the long run, its use is far more economical.

In its program to develop the farm market, American Lumber & Treating Co. has been winning the cooperation of the more progressive wholesalers and retailers. Such co-operation has not been difficult to obtain inasmuch as the creative selling either actually done by or inspired by A. L. & T.'s own representatives (operating out of seven regional offices throughout the U. S.) works directly to the advantage of local wholesalers and retailers. This is especially so in that the company is one of the very few in the entire wood-treating industry that has never competed with the wholesalers and retailers. That is—in no instance does it sell direct to the consumer.

The creative selling job of the A. L. & T. special representatives demands that they point the way to more farm sales for lumber dealers—and thus, of course, for lumber wholesalers. More specifically, they uncover new applications for pressure-treated wood on the farm. Periodically they survey the various

farming areas—investigating possible uses of treated wood in farm structures. Their objective—more orders for *their own customers' salesmen*. They accompany their own customers' salesmen out into the field and assist them in recognizing new avenues for sales.

For example, here is how Mr. Bartlett, himself, recently helped to develop a sizable sale for a lumber dealer and consequently an order for A. L. & T.'s wood-treating service. In a recent tour of New Jersey he happened to visit the large Halsey & Douglas Turkey Farm in Cokesbury. Here he saw a type of structure which was a natural for A. L. & T. pressure-treated wood. This was the turkey "run" of which on this one farm alone there were literally scores.

The proprietors, being astute businessmen, quickly recognized that if their turkey runs were constructed of pressure-treated wood their replacement costs would be practically eliminated.

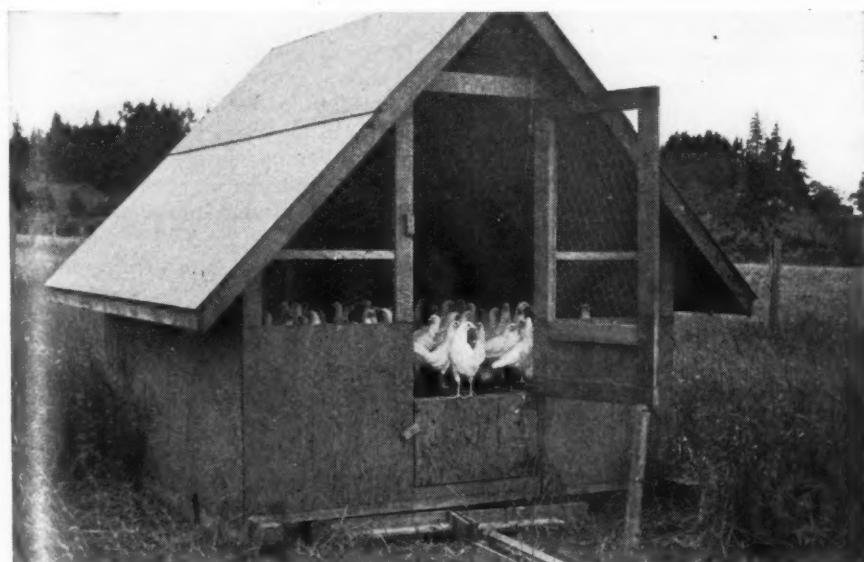
This same procedure which Mr. Bartlett followed in this case is being repeated, by other A. L. & T. representatives—and with marked success—in farm areas throughout the country.

These special field representatives are adept at spotting heretofore unrecognized applications for the pressure-treated wood on the farm. For the most part, they are graduates of forestry or agricultural schools and, in all cases, they have undergone two or three years of training in the A. L. & T. plants where they participated in every phase of the wood preserving industry. They are men who understand the farmer's problems and can talk his language.

Another important facet of the company's program is its work with state farm agents, farm bureaus, and agricultural schools. For these various groups the company provides comparison charts, statistical data, all information on new developments in the wood preserving industry and illustrations showing the advantages of treated wood in farm structures.

In addition, A. L. & T. wood technologists do field work, addressing farm groups and students of agricultural schools. Frequently they illustrate their talks with colored slides.

Still another activity included in the program is the company's participation in state and county fairs in conjunction with local lumber dealers. In addition to exhibits of pressure-treated woods, samples of it are given to farmers so that they themselves



BUILT FOR GREATER PERMANENCY: This poultry house is protected against the ravages of decay and termite attack because its foundation and other vital parts are constructed of pressure-treated wood. Use of treated wood minimizes structure replacement costs.

may test it for its fungi, decay, fire and termite resistant qualities.

Backing up all this work by A. L. & T. representatives in the farm market are the company's extensive advertising and publicity activities. At the present time the company is advertising in 12 national publications in the lumber and construction fields. It is also using some local newspaper space and radio time to present the advantages of treated woods in farm structures.

The publicity department is disseminating a wealth of material on A. L. & T. pressure-treated woods to

newspapers in agricultural communities. It also prepares talks for radio stations to be used on farm programs.

When conditions in the industry no longer warrant such rigid allocation of pressure-treated lumber—perhaps within a year or 18 months—the company may expand its advertising setup to include some of the farm magazines.

Wolmanized wood—that which is fortified against decay and termite attack—is but one of the impregnated woods A. L. & T. is making more readily available to the farmer. Its wholesaler-customers and retailers



This is the kind of leadership which pays off in a major market of 500,000 such as this Central New England area.

BOX SCORES

NIGHTTIME SCORE 52 to 4

In the 56 nighttime half-hour periods—(Sun. thru Sat.) audience leadership per period is as follows:

WTAG	STA. B	STA. C	STA. D	STA. E
52	0	2	2	*

BIG DAYTIME LEADSHIP

In the 40 daytime quarter-hour periods—(Mon. thru Fri.) the score in Worcester looks like this:

WTAG	STA. B	STA. C	STA. D	STA. E
31	7	2	0	0

CLOSE TO A GRAND SLAM

In the 96 rated periods per week, WTAG overwhelmingly leads in 83! In the 4 1/4 hours per week that it does not rank first—it is a close second!

PAUL H. RAYMER CO. National Sales Representatives
WTAG  **WORCESTER**
 AFFILIATED WITH THE WORCESTER TELEGRAM-GAZETTE



DO YOU KNOW THAT . . .

The wood preserving industry in America had its birth in Lowell, Mass., in 1838. Its first operations were confined almost entirely to the treatment of railroad ties.

About 35 years ago treated lumber began to be employed for the making of highway guards and posts. Before many more years were to pass treated lumber found new applications in scores of industries including paper pulp, textiles and all wet process plants, and in thousands of construction projects.

The American Lumber & Treating Co.—not a manufacturing concern—but a wood preserving service organization solely, specializes in the "pressure-treating" of wood. This process is regarded as most effective for wood preservation as it forces the necessary chemicals deep into the wood.

According to estimates by Government statisticians, the annual loss of forest products by decay and termite damage is approximately 20% of the yearly lumber cut. It is estimated that if treated lumber was used at the "danger points" in building construction alone, 50% of this annual loss would be eliminated.

may also offer the farmer creosoted lumber and Minalith-treated lumber (fire-proofed).

However, A. L. & T. feels that the lumber which has been Wolmanized best serves the farmer's needs. While creosote has been used as a wood preservative for over a hundred years it has certain disadvantages. Freshly creosoted timber ignites quickly; it cannot be satisfactorily painted; it is injurious to some animals, and it is odorous. Wolmanized lumber, on the other hand is lumber which has received the "clean treatment" with salt-type preservatives—or, as it is treated in A. L. & T. plants, with Wolman salts—and it has none of the disadvantages of creosote-treated lumber. By A. L. & T.'s pressure-treatment the chemicals are literally pumped into the wood cells.

More than 400 million board feet of Wolmanized lumber has been used in this country, and service records cover many types of installation chiefly in industrial fields. Now that American Lumber & Treating Co. is devoting a good part of its market developing talents to the farm market, it can be expected that even this sales record will assume much more impressive proportions.



Modern types of packaging machinery
are endowed with speed, and personality
too . . . and each machine demands a "uniform
precision" carton . . . just the kind of distinctive
"tailor made" cartons that Robert Gair has been
creating and producing consistently for over eighty
years . . . cartons that are **GAIRanteed**.

From a "selling impulse" viewpoint many of our cartons have
joined the parade of constant WINNERS.

Write for informative brochure on Precision Packaging.



ROBERT GAIR COMPANY, INC., NEW YORK-TORONTO • PAPERBOARD-FOLDING CARTONS-SHIPPING CONTAINERS

"Are We Stuck in Dead End Jobs?"

Gerber Dispels Employe Doubts

BY W. HENRY KNOWLTON

If turnover is excessive, that means those who work for you feel the future holds no promise. Gerber's campaign tells its staff why the baby food industry will grow and why there will be ample opportunity to advance with it.

When Dan Gerber, president of Gerber Products Co., manufacturers of baby foods at Fremont, Mich., and Oakland, Calif., looked over the wartime record of his company, he was justly proud. Efficient methods developed in the preparation and packing of baby foods over a long period of years had been applied to packing meats and foods of many types for the Armed Forces—deliveries had been made on schedule. But when Mr. Gerber took a look at what the war had done to his field marketing organization, that was another story.

Consulting Earle Johnson, genial long-time Gerber executive vice-president in charge of the Marketing Division, Mr. Gerber found that the personnel turn-over in the company's field organization at the service-salesman level was terrific. With a large majority of its selling organization in military service, the company had been forced to compete with war plants for any manpower available.

Many men would just begin to learn the business, then go on to jobs they considered more essential.

This situation presented a three-fold problem:

1. How to sell the Gerber field personnel on the company and its business, to the end that they would seek a future in the growing baby food industry.
2. How to re-train the large group of returning servicemen in the company's program and policies.
3. How to teach new men the business from the ground up, and at the same time make them look to the company for a sound and desirable future.

With the baby food business growing by leaps and bounds, the company could hold out the promise of many opportunities for supervisory positions to both old and new salesmen. With the company's new plant

at Oakland, Calif., in operation, manufacturing facilities were adequate to meet the strong demand for Gerber baby foods. The problem then, was to keep salesmen interested in Gerber, as an organization and baby foods, as a business, until they had passed through the first few years of sales-service work and gone on to positions affording a higher income.

As an approach to the problem Mr. Gerber, Mr. Johnson, and other Gerber executives made a preliminary study of the situation and came to the conclusion that a basis would have to be found for evaluating and selecting salesmen. The basic conception was to establish a procedure for the selection of salesmen that would give the field organization some semblance of uniformity, and provide a better idea of the intellectual level of men to be trained. It was felt that a training program could then be more easily prepared and effectively applied.

To test salesmen already on the staff and perfect a uniform procedure for selection of new men, Gerber Products Co. retained Hall & Liles, management consultants, Chicago. After a complete study had been made, and recommendations prepared, the Gerber field supervisory staff was brought to Fremont, where Dr. Clifton W. Hall and Gerber home office executives spent several days presenting a new manpower selection program. At this time field executives were given psychological tests by Dr. Ralph Brown, consulting psychologist for Hall & Liles. The field supervisors were enthusiastic about the selection techniques, also appreciative of the insight into their own problems gained through association with a trained psychologist.

After reviewing the Hall & Liles reports Gerber management decided on the development of a training program at the service-salesmen level, which could be carried out in a manner that would permit use of the material as a streamlined refresher course for existing Gerber salesmen. Florez, Inc., promotional and training specialists, Detroit, was retained to handle this assignment.

To this end it was first necessary to consolidate a large mass of bulletins, reports, and data issued by the company over a long period of years



SELLING MOTHER'S ADVISERS: One of the three films which form the base for the Gerber training plan is institutional in nature. It stresses the company's promotion to the medical profession, nurses, teachers, and home economists.

This is Toledo

...where vegetables grow under Glass

Toledo, glass center of the world, is also one of the nation's chief centers for growing vegetables under glass. Soil and climatic conditions which make the entire Toledo area one of the richest agricultural regions in the United States, also favor hothouse vegetable growing. The industry has 85 acres of ground under glass. At the height of the season, 65,000 pounds of tomatoes are shipped daily as far west as Oklahoma, east to New York, and south to Tennessee, one greenhouse alone harvesting 1,500 baskets daily from 95,000 plants on its 13 acres of ground. Cucumbers, leaf lettuce and radishes are also grown in quantity, 39 greenhouses contributing to the total great production. Ample supply of coal is important—as also Toledo's fine transportation facilities for quick shipment east and west, north and south.



...and this is the TOLEDO BLADE

In the whole rich Toledo territory, so friendly to the growth of agricultural products and to the development of strong industries in many diverse fields, The Blade has itself enjoyed a sturdy growth. The Blade endeavors to merit the friendly support accorded it by the people of Toledo and the surrounding area by printing a newspaper keyed to the interests of the community which it has been privileged to serve for so many years.

TOLEDO BLADE
One of America's Great Newspapers
REPRESENTED BY PAUL BLOCK AND ASSOCIATES



Write for
"This is Toledo" booklet.



Each Reader of The ROTARIAN is selected by fellow community leaders

Readers of The Rotarian are screened, selected and elected. Their fellow townsmen pass on their eligibility.

Not just anybody can step up and buy The Rotarian on a newsstand. *That* would be a rather indiscriminate method of finding the real leaders in any town.

Reach the readers of The Rotarian in any town and you reach the thought-leaders and buying-leaders of the town.

Multiply this to more than 200,000 subscribers in 3,700 cities and towns and you have a picture of Rotarian readership.

The Rotary Club member, after his election, is enthusiastic for Rotary and for The Rotarian. (He pays for The Rotarian when he pays his dues.) Only participating members are retained.

The subscription list of The Rotarian is a gold-medal mailing list of over 200,000 of America's community leaders. Two-thirds of this list are reached by no other leading business executive magazine.

Your advertising in The Rotarian is assured

leader-reader interest



THE Rotarian

35 East Wacker Drive, Chicago 1, Illinois



GLAMOR PUSS: Gerber's famed baby trade-mark goes everywhere . . . identifies films, manuals, charts, and training guides used in the company's extensive field training program.

into a uniform sales manual, "The Gerber Sales Handbook." This book is made up in loose-leaf form so that sections or chapters can be added from time to time, to cover changes in the product line, or to bring new material on a given subject to the attention of the field organization. The book is profusely illustrated.

Because of the importance of the company's history, the first section of the manual is devoted to "The Story of Gerber," explaining how the business had been built upon a suggestion from Mrs. Dan Gerber who in 1927 observed a machine pureeing tomatoes and decided the process could be applied to preparation of various foods for her own daughter. The brief history was followed by a point outline of policies that have made Gerber a leader in the baby food industry.

The Gerber handbook then goes on to describe the company's manufacturing processes and gives complete information on the Gerber product lines of strained foods, chopped foods, and cereals. An outline of the Gerber home office and field organization, which is set up to orient new men, is followed by a section titled, "Your Relation to the Company." This is designed to give the new salesman a complete description of his job and an idea of his responsibility to the company.

The manual then gets into the "nuts and bolts" of the baby food business, giving a complete blow by blow sales-service routine with each step illustrated. Sales information includes handling of old accounts, establishing new accounts, and instructions for setting up a baby foods department in a store.

Other chapters in the manual reproduce all of the company's sales records, with complete instructions for their use, and give Gerber men

SALES MANAGEMENT

information on company automobile operation, and personal insurance programs. Final sections deal with Gerber operations designed to help the individual man in the field, such as national advertising and the company's Medical Service Department which covers the medical profession.

To dramatize important sections of the manual and present the information effectively to the entire Gerber field organization, Florez, Inc., produced three sound slidefilms. The first, based on the company history and production methods, is titled, "An Idea Becomes an Institution." This film is institutional in character, and is designed to give all Gerber men a trip through the plants at Fremont and Oakland.

A second film, "The Gerber Way of Selling," shows the Gerber salesman the importance of his job and the greater importance of doing his work right. It includes a step-by-step procedure for handling existing accounts and servicing Gerber displays in retail grocery stores.

"The Gerber Way to Plus Profits" is made to show sales techniques used with existing accounts and in opening new accounts. While this film incorporates information useful to field supervisors, it is also held at the salesman level in its presentation of the company sales story.

To completely integrate the training programs, which are controlled to the fullest possible extent, a series of full-size meeting charts have been produced for use by Gerber instructors in the field. These charts are keyed-in to both the films and sales handbook, providing the instructor with a complete working outline of

a four-day training program. During a break in the program, new salesmen are taken into the field where they spend one full day getting on-the-job instruction in grocery stores. Other charts are used for review of each subject covered.

Going one step further, a "Meeting Guide" is used to train the trainers. It gives Gerber instructors information on holding meetings, selecting meeting rooms, operating projection equipment, presenting each subject and timing programs for each meeting. Finally, sets of quiz questions are provided so that the instructor can check the effectiveness of his presentation.

The complete training program was first presented to the Gerber supervisory field men at Fremont by Elmer L. Sylvester, vice-president of Florez, Inc. The program was then taken to the field by Jack Brooker of the Gerber organization, and a group of trainers selected from the Gerber sales staff. Production of the program was co-ordinated by Carl Wilkins, advertising and sales promotion manager of Gerber.

Gerber executives report that the program has given them an entirely new approach to the problem of selecting and evaluating sales personnel, and a completely controlled method of training new and existing personnel. It is felt that with the program in operation the company will soon reach its objective—a stable, co-ordinated, well trained field organization, with each individual fully conscious of his responsibilities in relation to the over-all program.



SELL BY MAIL

Let this successful direct mail advertising agency show you how to get leads for salesmen, catalog inquiries, etc.

ARTWIL COMPANY Advertising
24-B West 48th St. • New York 19, N. Y.
MEDallion 3-0813



CLEANLINESS INVITES SALES: Gerber men are taught to keep dealer stocks ship-shape. This still is from the sound slidefilm, "The Gerber Way of Selling" and shows "Bob Harris" servicing a store display.

AUGUST 1, 1946

L IS FOR LEADER

... and every month Knoxville rates as one of the leaders in S M's High Spot Cities forecast. You can reach this leading market through ...

—WROL—
KNOXVILLE
NBC FOR EAST TENNESSEE • JOHN BLAIR & CO., REPRESENTATIVES

AP-UP-INS-AP WIREPHOTO
and NOW

Complete Service of the
**NEW YORK
TIMES
SYNDICATE**

In keeping with its policy of continuing editorial improvement, The Dallas Times Herald has taken another step forward. It now enriches the coverage of national and international news with the addition of the complete services of the New York Times Syndicate, seven days a week. This additional service complements the AP, UP, INS and AP WirePhoto services.

THE DALLAS TIMES HERALD

DALLAS' GREATEST NEWSPAPER
Represented by
THE BRANHAM COMPANY

U. S. A.'s LARGEST REPRODUCTION HOUSE
WE MATCH YOUR ORIGINAL TO A TINT

PHOTOS **5 1/2** EA.
Genuine Glossy 8" x 10"
Unsurpassed in Quality at any Price

NO NEGATIVE CHARGE—NO EXTRAS OF ANY KIND

6 1/2¢ EA. in 100 Lots	MOUNTED ENLARGEMENTS
5 1/2¢ EA. in 1000 Lots	30" x 40" \$3.85 EA.
POST CARDS or 4" x 5" \$2.00 per 1000 Lots	20" x 30" \$2.50 EA.

24 HOUR SERVICE ON REQUEST
"THE PHOTOGRAPHER'S PHOTOGRAPHER"
COPYART Photographers
WRITE DEPT. 15
165 West 46th St.
New York 19, N.Y.
"WE DELIVER WHAT WE ADVERTISE"

"SELLING SIMPLIFIED"

By Leon Epstein, Sales Counsel

This stimulating series of pocket-size "refresher" booklets will help you sell. Several hundred thousand copies already distributed by executives to salesmen and customers; as enclosure and give-away. Available titles: (1) How to Say Hello, (2) Your Name Please, (3) Through Sales-Colored Glasses, (4) Calls and Calluses, (5) Selling Simplified, first title of series. The set of five titles \$1.00. Single copies 25¢ ea. Sales Research Institute, 163 Park Ave., N. Y. C.

MONARCH PERSONNEL

140 So. Dearborn St., Chicago 3, Ill.
Affiliates in 34 cities.

SALES MGR., E. E. \$12,000

SALES TRAINING DIRECTOR—\$10,000

SALES ENG., rot. pumps—\$6,500

SALES MEN, tires—\$4,000-\$6,000 plus

SALES ENG., hyd. presses—\$7,500 plus



Rapid Fire Answer Book for Befuddled Paint Prospects

Armstrong Paint & Varnish Works, Chicago, which has nation-wide distribution, has developed a sales device which it calls the "Armstrong Counter Book." The book consists of 60 pages, 12 1/2 x 16 1/2 inches in size, bound in cover simulating leather. Included in the book are 255 large-size color chips, 90 illustrations of rooms and homes printed in full color, 35 photographs and many other illustrations. The book is printed on durable gloss finish paper in large, clear, legible type and bound with an attractive metal binding that permits easy turning of the pages and reduces tearing.

In place on the counter, in easy reach of the prospective buyer of paints, it is mounted on a specially built rack. The rack is made of heavy-gauge metal and supports the book in an inclined position for easy reading. A locking device holds the book in place and prevents removal. The general purpose is to give the customer ideas and suggestions concerning color harmony.

Instructions on how to prepare various surfaces for painting and how to apply paints for best results are included. In the back of the book are photographs which show how and why good paints sometimes fail. Suggestions are included telling how to avoid these failures. A glossary explains the meanings of common terms used in the paint industry.

Any inexperienced paint user, by reading this book, can inform himself on the fundamentals of the use of paints. The idea is to put information on painting at the finger tips of the buyer, insure greater success, and sell more paints. If the buyer wishes more information, individual color cards are available. These may be taken home for study and for use in matching or harmonizing with colors already in the house.



BY W. A. MACDONALD
Vice-Pres. in Charge of Sales
Kaiser-Frazer Corp. &
Graham-Paige Motors Corp.

CAPTAINS COURAGEOUS: Will they survive the collapse of the sellers' market? If determination—and sales preparedness have anything to do with it, the answer will be "yes." (Above) Henry J. Kaiser and the 1947 model bearing his name. (Right) Partner Joseph W. Frazer, with the 1947 "Frazer."



21 Regions, 3,900 Dealers In Kaiser-Frazer Setup

America's new auto merchants look at the record of the "also rans" and determine not to make the same mistakes.

In a matter of months, rather than years, a complete sales and service organization of more than 4,000 dealers and distributors blanketing the United States has been built up to merchandise the new Kaiser and Frazer automobiles.

The Kaiser—built by the Kaiser-Frazer Corp.—and the Frazer—built by the Graham-Paige Motors Corp.—will be marketed under separate franchises, but through the same sales outlets. Each company is entirely separate, but both share the same top management, and all activities, from engineering and manufacturing to sales are highly integrated.

On July 26, 1945, the day after Henry J. Kaiser and Joseph W.

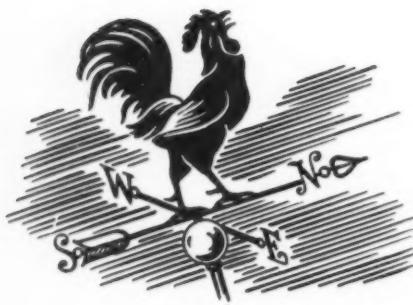
Frazer announced the formation of the Kaiser-Frazer Corp., the sales headquarters in Detroit was deluged with thousands of franchise requests by telegraph, cable and mail from all parts of the world. Altogether, these applications reached the staggering total of 35,000. Some of the country's largest distributors of old, established lines offered large cash deposits (which were not accepted) as evidence of good faith pending action on their franchise applications. Investors, who never had been remotely connected with the automobile business, begged for franchises with guarantees that they would go into business with experienced general managers and merchandising men.

The first step in organizing our

new top-to-bottom sales organization was the selection of a 21-man regional manager staff. The selection of these managers was a particularly important step. Each of the 21 managers was selected for his years of experience as a zone, district or regional automobile manager, for his familiarity with the sales territory to which he was to be assigned, and for his sales ability.

Each regional manager was brought to Detroit for a "breaking-in" period of several weeks under the supervision of the director of sales. These managers, together with the company's top sales executives, supervise the work of the 146 distributors, who in turn manage the work of their 3,900 retail dealers.

Our nationwide sales organization has as its nucleus these 146 distributors who were selected originally to sell the Frazer. Located in the Nation's strategic cities, these distributors have selected their 3,900 Frazer retail dealers. The same distributors and their dealers will also sell the Kaiser. However, the retail dealers receive their franchises for the Kaiser directly from the Kaiser-



Call us Cocky

—BUT WE KNOW BARRON'S READERS!

Now that BARRON'S has identified its subscribers and additional readers by business, position and function we can truthfully say that we know our readers. We know beyond a doubt that these 44,644 successful and influential people are more responsive than a market is generally expected to be.

When BARRON'S recently determined to identify 25% of its readership, research directors advised us to send questionnaire letters to *every* subscriber in order to receive the required response. **BUT COCKY AS IT MAY SEEM, WE SENT QUESTIONNAIRE LETTERS TO ONLY EVERY THIRD NAME ON BARRON'S CIRCULATION LIST.** And BARRON'S subscribers came through! 6,775 out of 8,946 replied, a robust 75.7%.

Here are proved responsiveness and reader confidence—the guide-posts to your advertising results—by a well-funded market of key executives who read BARRON'S for profit only.

You are invited to write for a copy of the results of the Fact Finders Survey.

BARRON'S GIVES you one of the lowest mailing rates* of any publication in the executive field.
*Standard Rate & Data Service, May 15, 1946

BARRON'S

NATIONAL BUSINESS AND FINANCIAL WEEKLY

40 New Street, New York 4, N.Y.

Frazer Corp. and not from the distributors. These distributors and dealers will also handle a complete line of parts and accessories for both the Kaiser and the Frazer.

Allocation of the Kaiser and Frazer cars will be made to distributors and dealers on the basis of 1941 county-by-county new car registrations, adjusted for population changes since then.

This manner of distribution has obvious advantages. Probably the most important advantage is the aid which these 146 experienced distributors have been able to give us in selecting our network of 3,900 dealers. The work of these distributors has made it unnecessary to organize a large sales organization in the home office.

No hard and fast minimum requirements for financing, merchandising, garaging or storage facilities were arbitrarily adopted as a yardstick for ruling in or out prospective distributors or dealers. Under ordinary circumstances, a yardstick would have been employed. Instead, each applicant's business record and reputation, together with his guarantee (if he were not already established in the automobile business) to provide proper facilities and skilled management were the factors used to select our representatives.

The 146 distributors were selected by the 21 regional managers together with the headquarters sales staff. Then, each of the distributors

screened applicants for retail dealerships and made the appointments. However, each appointment was subject to approval of a regional manager and review by the home office sales staff.

The question most frequently posed among automobile sales executives these days is: "What is going to happen after the sellers' market ends?" This is a crucial question for all automobile sales executives. In our case, we have selected each Kaiser and Frazer distributor and dealer for the long-range competitive battle. Evidence of this can be seen in the new buildings, long-term leases, sound financing and the large number of experienced individuals who have gone into business with us.

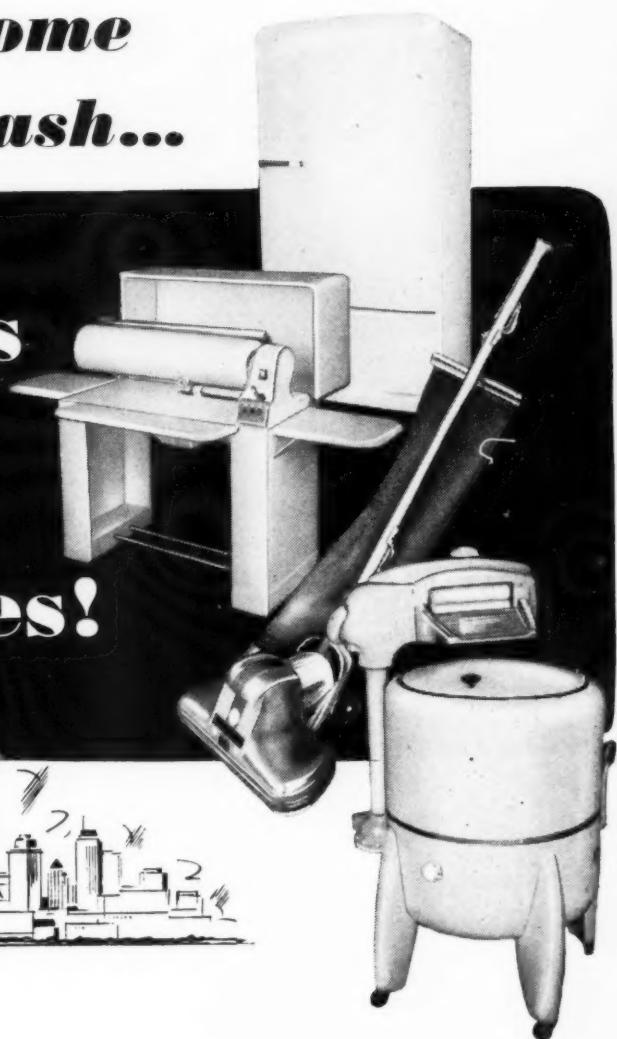
It is interesting to note that most of the new automobiles which have come and gone in the past 50 years disappeared because there was not demand for new makes at the time, or because the producer failed to establish a sound sales and service organization. These lessons have been borne in mind since the inception of the Kaiser and Frazer sales network. There is a market for our cars—dealers have placed orders for some 600,000 Kaisers and Frazers. Our sales organization is complete. Thus, our dealers will have a chance to establish themselves with thousands of customers and create a continuing demand for the Kaiser and the Frazer before the edge is taken off the new car demand.



NO "BACK DOOR" SELLING: Shobe, Inc., distributor for Zenith Radio Corp. products in Memphis, Tenn., has posted a \$1,000 warranty for its policy of selling all products only through franchised dealers. Should any Shobe dealer cite a violation, Shobe, Inc., offers to pay the \$1,000 to any established charity of the complaining dealer's own choosing. Edward R. Taylor (center), director of advertising and sales promotion for Zenith, is discussing this warranty with A. M. Haire (left), Double H. Sales Co., and Wilbur S. Ray, the general sales manager of Shobe.

*A warm welcome
backed by cold cash...*

**Post-Towners
will Eat Up
Your Appliances!**



THE CINCINNATI POST'S
TOTAL CIRCULATION
is now
152,747

(ABC Publisher's Statement,
March 31, 1946)

The



SCRIPPS-HOWARD

LIKE everybody else, Post-Towners are starved for vacuum cleaners, washing machines, refrigerators and similar household goods. And the 527,000 people in families who read The Cincinnati Post have the money to buy what they want.

How much money? Well, Post-Towners' savings accounts alone total \$162,416,000. And their retail expenditures come to \$337,594,000 a year.

Post-Towners are well worth reaching—and you can reach all of them *only* through The Cincinnati Post.

Cincinnati Post

THE NEWSPAPER FOR **ACTIVE CINCINNATIANS**

Robert K. Chandler, National Advertising Manager

CINCINNATI 2, OHIO

Represented by the National Advertising Department of Scripps-Howard Newspapers



22% of Shell Advertising Budget Goes to Outdoor

Based on an interview by A. B. Ecke with **JAMES B. LOWERY**
Outdoor Advertising Supervisor, Shell Oil Co., Inc.

Sites can be tied in with dealerships, copy talks predominantly to qualified prospects, and the cost is low.

"Outdoor advertising, properly planned and applied, is a super salesman," declares D. C. Marschner, sales promotion-advertising manager for the Shell Oil Co., Inc., New York City. "It consumes 22 1/10% of Shell's advertising budget, receives specialized handling in our departmental setup, and is thoroughly worth all the attention we give it."

The company's outdoor program East of the Rockies is supervised by James B. Lowery who combines 20 years' experience in the outdoor field with a like amount of enthusiasm. Picking up where Mr. Marschner left off, Mr. Lowery says: "Outdoor advertising is a smartly-dressed, intelligent contact man who works day and night; who sells his products by a repetition that impresses but does not bore; who makes his sales talks in places where there are the most potential buyers of petroleum products; who speaks in modern terms and keeps sales talks up-to-date by constant study of his market."

Mr. Lowery quotes fabulous statistics to show what an exciting business he's in. During 1946 Shell will use 32,800 24-sheet posters and 222,

000 miniatures in the East of the Rockies territory alone. The average monthly shipment of displays includes 21,000 units which weigh 18,000 pounds and require more than 1,000 packages. Each day in the mid-western southern and eastern territories, the company's outdoor messages are seen by approximately 15 million car owners.

Thousands of people merge their skills to create thus super salesman for Shell. Traffic experts select locations on the Nation's busiest streets. Advertising men and artists create eye-arresting copy and keep it up-to-the-minute. Lithographers at times run as many as 82 different printings to complete one poster. Transportation men also play an important role, getting the right displays to the right place at the right time. There are carpenters, painters and electricians, and the "bill-poster," who skillfully pastes sections of the 24-sheets on the big panels. Incidentally, it is typical of the amazing contradictions of outdoor advertising that the so-called 24-sheet poster in reality consists of only 10 sheets.

All these Shell specialists produce four types of outdoor displays for the company in addition to the 24-sheets: the miniature point-of-sale poster which slips conveniently into frames near service station pump islands; the "spectacular" and "semi-spectacular" neon-illuminated signs, and "paint units" or "painted wall signs" which appear on large structures or walls adjacent to service stations. The "spectacular" and "semi-spectacular" are confused by many people. The former uses full neon-and-bulb illumination; the other combines a painted message with neon treatment of the company's emblem.

Shell East of the Rockies locates most of these signs in metropolitan areas, mainly within city limits, to attract attention from the largest possible number of motorists. Naturally, exceptions are made in the case of the heavily traveled inter-city highways.

Another reason Shell has for placing signs primarily in metropolitan areas is that such signs are not likely to damage or destroy scenic attractions. The company has made it a hard and fast rule never to locate signs in any spot where they might incur public disfavor by marring the scenery.

Two more rules generally followed are (1) to locate signs on an immediate approach to a Shell station; (2) to avoid sites close to competitor advertising.

Adhering to all these rules is a difficult matter today, Mr. Lowery points out, because outdoor advertising space is at a premium. Many companies that cut their advertising budgets during the war are returning in 1946 to peacetime levels.

On the average, each of the Shell 24-sheet posters is seen by about 16,452 people daily. In some locations, however, "spectaculars" and "semi-spectaculars" reach a daily circulation as high as 400,000. To illustrate how effective such signs can be: When one of the company's stations on Erie Boulevard, Schenectady, substituted a neon-illuminated "semi-spectacular" atop the building in place of a 10' by 20' "paint bulletin," late in 1941, its gallonage doubled in a year. The company doesn't credit the change in signs with the entire increase, but believes it is responsible for much of it.

How about copy on all these displays? First, it fits the seasons. It tells the motorist when it's time for spring changeover in the South and in the North. Most of the time it is designed to sell a specific product, or to call attention to a new development. But sometimes it emphasizes

BUYERS OF PRINTING

National and Local
Should Know What
PRINTING PRODUCTS CORPORATION

Can Do For Them

Equipment and Organization is *unusual* — Operation is *Day and Night*.
Printing Counsel is given on Economical Production and Proper Quality.
Advertising Counsel is given on Methods, Copy and Illustrations.

SPECIALISTS IN THE PRINTING OF

CATALOGS • PUBLICATIONS

and printing requiring the same kind of equipment and organization to produce, such as Booklets, Price Lists, Flyers, House Organs, Convention Dailies, Proceedings of Conventions, Directories, College and Institutional Year Books, Paper Covered Books, Larger Quantities of Circulars, etc.

THERE is a large volume of the kind of printing Printing Products Corporation is best equipped and organized to produce, so if in doubt, it is best to write or phone what is wanted and information will be promptly given.

Here is complete equipment and organization to handle all or any part of printing orders in which we specialize—from ILLUSTRATIONS and COPY to MAILING.

Printing Products Corporation has system. No orders get lost or sidetracked. *Each order is assigned to an experienced executive who watches and follows the order from receipt of cuts and copy until delivered.*

Business methods and financial standing are the best, which statement is supported by customers, supply houses, credit agencies, First National Bank of Chicago and other banks. *Dun & Bradstreet, Inc., rates Printing Products Corporation and associates over \$1,000,000 highest standing.*

Proper Quality

because of up-to-date equipment and best workmen.

Quick Delivery

because of automatic machinery and day and night operation.

Right Price

because of superior facilities and efficient management.

A printing connection with a large, reliable printing establishment will save much anxiety regarding attentive service, quality and delivery.

WE ARE STRONG ON OUR SPECIALTIES

Printing Products Corporation

(THE FORMER ROGERS AND HALL COMPANY)

PRINTER SPECIALISTS

Artists • Engravers • Electrotypes

Telephone Wabash 3380—Local and Long Distance
Polk and La Salle Streets, Chicago 5, Illinois

LUTHER C. ROGERS
Board Chairman and
Management Advisor
L. C. HOPPE
Vice Chairman
and Managing Director
A. R. SCHULZ
President and
Director of Sales

H. J. WHITCOMB
Vice President and
Assistant Director of
Sales

L. C. HOPPE
Secretary
W. E. FREELAND
Treasurer



A large, efficient and completely equipped printing plant.
(The former Rogers & Hall Company plant)

New Display Type
for all printing orders.

Clean Linotype

Monotype and Ludlow typesetting.

All Standard Faces
of type and special faces, if desired.

Good Presswork—
one or more colors.

Facilities for Binding
as fast as the presses print.

Mailing and Delivery
service as fast as copies are completed.

A SAVING is often obtained in shipping or mailing when printing is done in Chicago, the great central market and distributing point.

Sacrificing SUPREME QUALITY

GIANT SIZE ALBUMS
26" x 26" **MADE FOR U. S. ARMY AIR FORCE**

200 Pages

No. SM 10 This splendid Album will easily take full newspaper pages, giant photos, samples, clippings, letters, etc. Page size, 26x26 inches; heavy black, simulated leather grained covers, reinforced leather corners; 200 black pages—loose leaf style. 3 adjustable ledger-type metal binding posts, weight 25 lbs. **Cannot be duplicated for three times this price.** **WHILE THEY LAST.**

\$15.00 Each

OTHER ALBUMS—SCRAP BOOKS ALSO AVAILABLE
(Some "life-time" construction 200 pages—loose leaf)

SM 21—size 23 x 18 1/4 in.	\$13.00 EA.
SM 22—size 16 1/2 x 13 1/4 in.	\$10.00 EA.
SM 23—size 13 1/2 x 11 in.	\$6.50 EA.

Sample gladly submitted—no obligation
Please send check with order
MONEY BACK IF NOT SATISFIED

SAMUEL L. UNGER
3 EAST 14th STREET • NEW YORK 3, N. Y.

STOCK UP WHILE OUR SUPPLY LASTS



SCHOOL TEACHERS are always in the public eye

Looked up to in their own communities, school teachers are always public characters. They have a vast influence in matters of conduct, dress, of thinking. They are oracles of wisdom to school kids who often accept the teacher before the parent. "Teacher says so," they say.

Your story of product or business or ethics will find an open acceptance from the 710,000 teachers who are subscribers to State Teachers Magazines. Get the whole story from State Teachers Magazines, 307 North Michigan Avenue, Chicago 1.

Georgia C. Rawson, Manager

Reaching America's Most Influential Market

State Teachers MAGAZINES
710,000 Subscribers

An association of 42 state teachers magazines



LOCATIONS: Most Shell outdoor displays are located in metropolitan areas—within city limits—attracting largest number of motorists . . . never do they mar scenery . . . and they always are on or near approach to a Shell station, avoiding sites close to competitors.

service, such as that provided by dealers, or the company's Touring Bureau. During the war, when there was a shortage of petroleum products for the motorist, copy featured War Bond, recruiting and Red Cross drives, and car conservation.

Display messages are changed regularly to keep them fresh and timely—the message on the "semi-spectaculars" three times a year, on "paint bulletins," twice a year, and on 24-sheet and miniature posters once a month. The miniatures carry the same theme or message as the 24-sheet. Thus geared to the large poster board advertising, they help create demand through repetition, in addition to their more important use of focusing attention on the outlet where the product is sold. Only "spectaculars," featuring a sunburst around the company's emblem, or flicking out the word, "Shell," letter by letter, remain unchanged over relatively long periods of time. This is understandable because they do not carry a message that can become dated.

Although the bulk of Shell's outdoor advertising program features automotive products, Shellane, a bottled cooking gas is now being advertised on boards in more than 500 mid-western towns. Each of these carries dealer imprints to localize the advertising. Plans are now being discussed to include furniture polish, insecticide and other household items in the future, particularly in miniature posters at service stations.

Efficient, long-range planning is necessary to obtain maximum selling power from these various outdoor media, Mr. Lowery paints out. Contracts for space, rented on a six months' basis, are negotiated approximately a year in advance. Before making final decisions and signing contracts, Shell informs each of its Marketing Division managers of the proposed program for his territory,

and considers his suggestions and recommendations to the program.

Since copy must be timely to be effective, the message and layout is prepared only 60 to 90 days in advance of the actual display, although this practice magnifies the already formidable problem of producing and distributing thousands of signs.

As part of its long-range planning, Shell prepares substitute copy for last-minute replacement of scheduled displays which cannot be used. For example, a recent group of posters was originally planned to announce a new product. Although final layout had been completed, substitute posters had to be used when it developed that the product would not be available at the time because of a shortage of one of its components.

Results Justify Expenditure

Outdoor advertising was the first medium used by Shell in launching its business in the East. The company used poster boards even before it pumped its first gallon of gasoline, and has maintained an outdoor program ever since. Although most 24-sheet panels today are rented from outdoor advertising companies, Shell owns approximately 500 key locations at service stations or on company properties.

Statistics used here cover Shell operations in the East of the Rockies territory alone. Because outdoor advertising must necessarily be tailored to meet the needs of varying sections of the country, Shell on the West Coast has its own program, separate and distinct from other parts of the country.

What are the results obtained by outdoor advertising? That isn't easy to answer, Mr. Lowery says. To determine how much selling is done by any one phase of a carefully integrated advertising program is diffi-

THE YANKEE NETWORK NEWS SERVICE

12 YEARS OF NEWS LEADERSHIP!



New England's FIRST Independent
Radio News Gathering Organization



"NEWS while it
is NEWS"



The
Yankee Network
News Service
On the Air

On June 15, The Yankee Network News Service changed its format.

On that date, each edition — 8:00 A. M., 1:00 P. M., 6:00 P. M., 11:00 P. M. — went on the air, on the dot, with the latest, up to air-time headline news.

Since 1934 The Yankee Network News Service has operated the largest independent radio news service in New England. Over the years it has constantly enlarged its facilities for giving the most complete local, national and international news coverage. The present arrangement is therefore a change in style of news presentation only.

This new routine, we believe, will be more than ever in the public interest and will enhance Yankee leadership and acceptance as New England's most complete radio news service.

For complete story and availabilities
of the news in New England —
Ask Your Petry Man

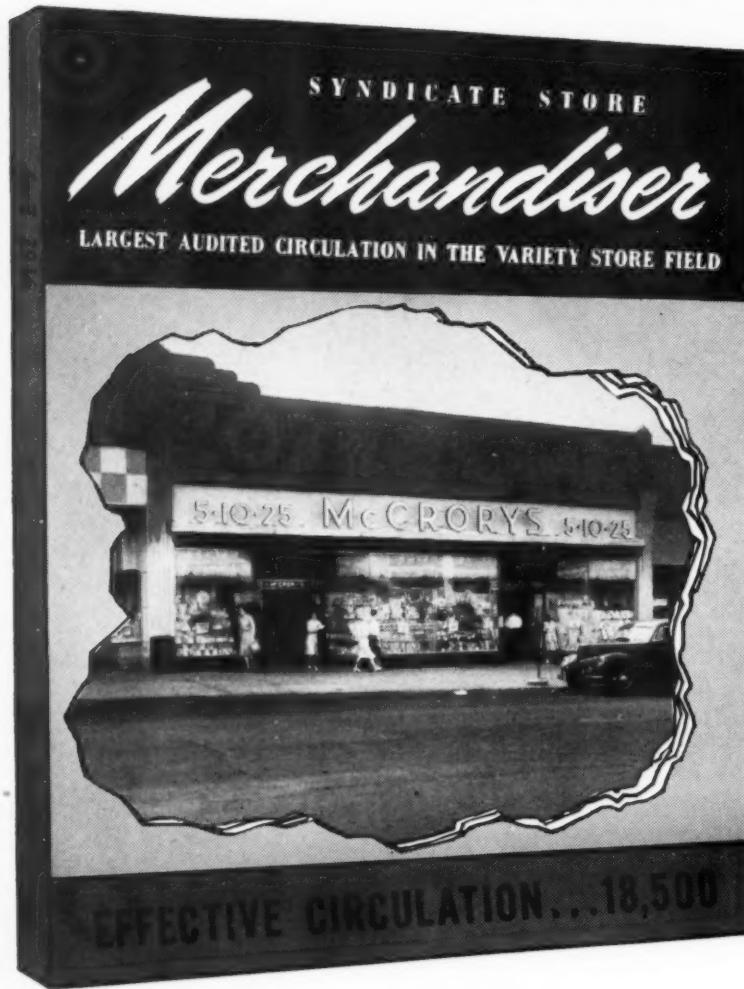
THE YANKEE NETWORK, INC.

Member of the Mutual Broadcasting System

21 BROOKLINE AVENUE, BOSTON 15, MASS.

Represented Nationally by EDWARD PETRY & CO., Inc.

GREATEST AUDITED COVERAGE BY FAR AT LOWEST* COST



2000-Copy Bonus Pushes Effective Reader Circulation Up to More Than 18,500

One hundred percent coverage of the key buying personnel of all the *worthwhile* Variety Syndicates is what you get when you use the SYNDICATE STORE MERCHANTISER. And we are still in the process of gradually increasing our coverage of *worthwhile* Variety store companies as they measure up to our circulation requirements. We are now delivering a bonus circulation of well over 2000 copies.

**Largest coverage at lowest cost any way you figure it!*

"SHOOT FOR THE
SIDE POCKET"
OF EVERY
VARIETY STORE
MANAGER

... USE THE POCKET-SIZE



SYNDICATE STORE
MERCHANTISER

79 Madison Ave., New York 16, N.Y.

HEADQUARTERS FOR VARIETY STORE MARKETING DATA

cult. However, he points out that three things about it are certain:

1. It is the only form of advertising that hits the motorist with a sales message when he is in a position to buy.

2. It is an easy and efficient way to localize a message.

3. It is the most economical advertising medium. The company pays only one penny for every 122 people who see one of its "semi-spectacular" displays.

To constantly keep abreast of results, Shell uses a personal field check system conducted by members of its advertising staff, sales personnel and dealers. The testimony of the field men who are responsible for the sales of products and of the dealers who are the final contact with the customer is such that the company feels more than justified in investing such a sizable percentage of its budget in outdoor advertising.

Offers Library Service On Promotion Pieces

A New York printer comes to the aid of promotion men in search of case histories.

Have you wondered about the purpose of, and the results obtained from, those finely-produced promotional booklets issued by many companies to commemorate an anniversary, to relate their part in war output, or to pay tribute to their industry? To shed some light on these questions, to show how these books were produced and to provide ideas for other companies faced with similar promotion problems, Davis, Delaney, Inc., New York City, printers, has organized the Library of Promotion Classics.

The Library of Promotion Classics makes available to executives on loan, as at public libraries, copies of important promotional pieces the high cost of which prohibits their general distribution. Attached to the jacket of each booklet is a case history which explains how the booklet was conceived and produced. Library membership is free. Cards can be obtained from the Library of Promotion Classics, 141 East 25th Street, New York City 10. Books may be kept for one month. Davis, Delaney pays postage both ways. In addition to major promotional pieces, the Library will offer to members a series of Junior Classics, described as "less sumptuous but no less important."

Can you use
heavier profits
and
lighter sales costs
?



Use WTAR's top buyer-bonus, in the
creamy Norfolk Metropolitan Market

The time you buy on WTAR gives you a buyer-bonus that fattens your profits and slims your sales costs...THE BILLBOARD'S annual analysis of the nation's Hoopers (Oct.-Feb., '45-'46) in the April 20 issue, says:

"amazing picture of what a station can deliver"

"...shows its heels to ALL station leaders..."

"...until better Hooper report cards are written WTAR's tabbing will stand beyond a shadow of a doubt..."

...because WTAR topped the national network average 16 times. That, gentlemen, is AUDIENCE DELIVERING.

...and it gives you one-station, one-cost control of the metropolitan market still showing ITS heels to most national sales indices; ideal in size and performance to test your product, package and advertising.

Let us tell you more about this top-value media-market team.

NBC NETWORK
5000 Watts Day and Night

National Representatives:
Edward Petry & Co.



NORFOLK, VIRGINIA

Promotion

This Week in 23 Cities

This Week, distributed with Sunday newspapers, has completed brochures on each of its 23 cities, to show a breakdown of families in the city, retail trading zones and magazine coverages. In the case of Baltimore, for example, *This Week* covers 79.4% of the city and retail trading zone families as against 12.5% for the leading weekly and 12.3% for the leading women's magazine. Write Jesse C. Beesley, Publicity Department, *This Week*, 420 Lexington Avenue, New York City 17.

The Once-Over

So many people asked O'Brien & Dorrance what, specifically, they do, the company has issued a booklet, ". . . and we're just the people to do it." Roughly speaking, what the firm does is, for instance, to give a jolt to the competition of an up and coming company via the booklet method. Or it can, and does, turn out special promotion pieces, or tell an institutional story in an attractive

way. Write to them at 93 Park Avenue, New York City 16.

The New Outdoorsman

If you want a look-in on *Outdoorsman*, with an idea of its editorial content, the people who write it, and its advertising rates, the magazine has a new booklet, "The New and Better *Outdoorsman*," available from the publication offices, 814 North Tower Court, Chicago 11.

Two from California

The *Los Angeles Herald-Express* is offering two booklets of interest—the first "Automotive Statistics," provides new-car purchases in Southern California, by counties, for the years 1938-1945. The other, "Southern California Distilled Spirits Market," does much the same job in the same way, listing liquor makers and providing percentages of sales by districts.

Two from Pittsburgh

The Pittsburgh Press decided to look back, briefly, at the men who made Pittsburgh. The result—"Men Who Made Pittsburgh Great"—is not only good reading, it's a small

segment of history. At the same time the newspaper offers a second booklet, "There's Another Side to Pittsburgh." This one tells how Pittsburgh's cultural and educational activities have kept pace with its industrial growth. Both are available.

Two from Chicago

The *Chicago Journal of Commerce* is promoting itself through a thick booklet which is actually a reprint of one of the May issues. Inside is one brief page highlighting the *Journal's* position, which is to cater to men with management responsibilities. The second promotion piece from the same source, "They All Agree on One Thing," is a list of current advertisers in the *Journal*. They are available from the *Journal* at 12 East Grand Avenue, Chicago.

The Toledo Market Map

The 1946 Market Map, gotten out by *The Toledo Blade*, is off the presses. In convenient filing size, the map offers complete data on retail sales for 1945, covering food, drug, general merchandise, and total retail sales, by county, population, etc. The newspaper will supply copies.



STORY, BROOKS & FINLEY, INC.
National Representatives

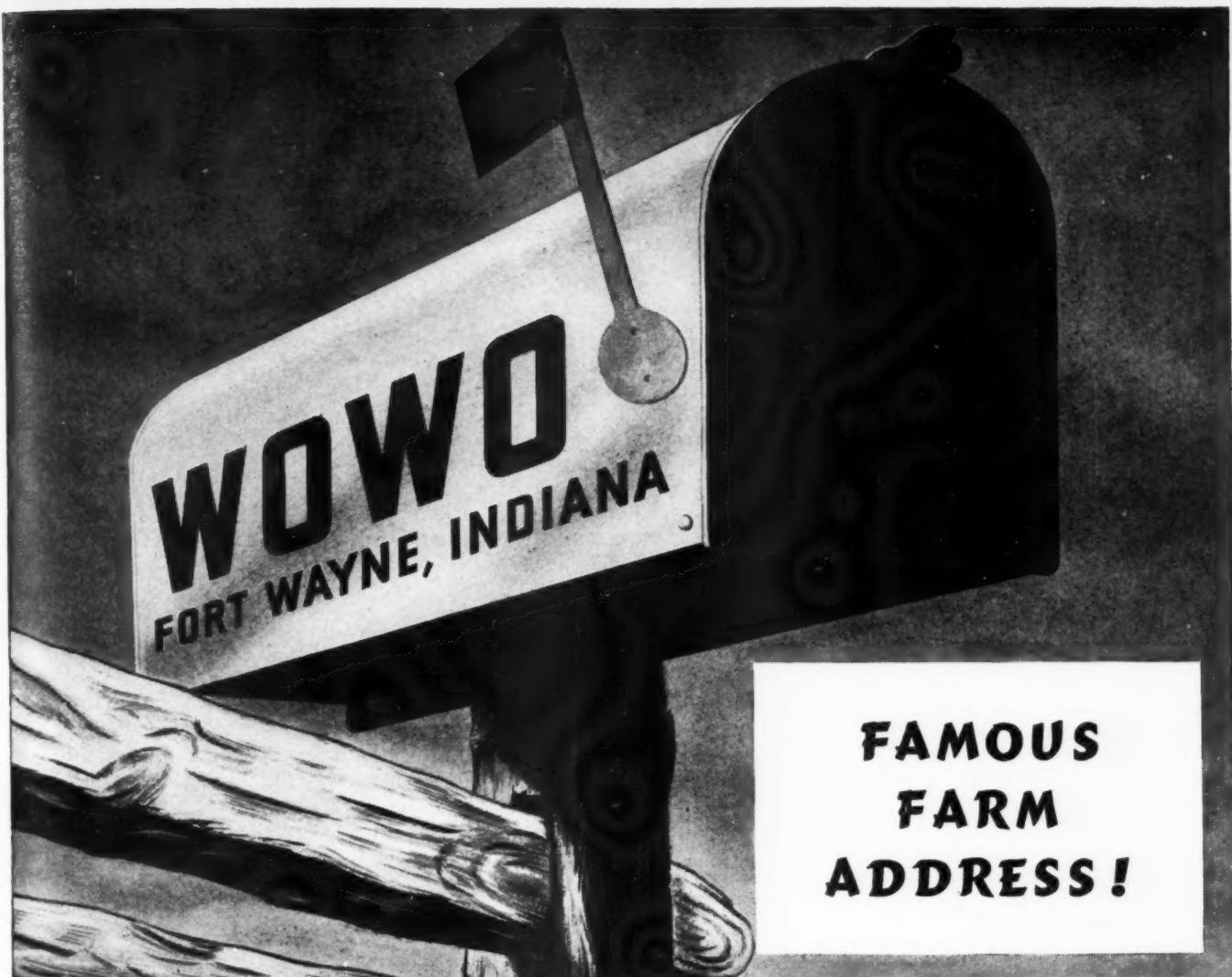
TEST TOWN, U.S.A.

Here is "the market for tests you can trust"—

- a perfect cross-section of the nation's population, chosen by U.S. Government for tests and studies.
- a one-newspaper market, with negligible outside newspaper circulation to create complications.
- a self-contained market; the people who live here buy here.
- an economical market to test. And you can do it through "split runs" at no extra cost!

The
South Bend
Tribune

NEWSPAPERS
GET
IMMEDIATE
ACTION



FAMOUS FARM ADDRESS!

LETTERS, LETTERS, LETTERS! Fort Wayne's **WOWO** gets *bundles* of them, as regular as clockwork, from fertile Midwest farms. Yet this mail-response, and the listenership behind it, are scarcely surprising when you consider (1) the tremendous farm market within easy reach of **WOWO**'s potent signal, and (2) the eminent *service* which **WOWO** provides for its farm audience.

THE MARKET • 30 million farm acres! So diversified that history records no major crop failure. More than 325,000 farms.. in Indiana, Ohio, and Michigan. 88% radio-equipped. Of all farms in Indiana (national leader in production of tomatoes for canning) 70% are in the **WOWO** area.

WOWO FARM SERVICE • Director is Jay Gould, one of the foremost farm experts on the air. Mr. Gould knows farmers.. their problems, their habits,

their hours. His broadcast day starts with the 5 to 7 A.M. farm program. Each day at 6 A.M., an interview with a county agent.

At 11:15 A.M. daily, Jay Gould's Note-book.. with more farm tips.

At 1:00 P.M. Saturdays, the American Farmer (ABC network).

At 3:45 P.M. Thursdays, 15 minutes with Home Demonstration Agents.

At 6:10 P.M. daily, Farm Market Analysis (UP).

At 8:00 P.M. Tuesdays, "Farmers in the Dough."

Weather reports nine times daily.. plus innumerable public appearances at farm institutes, grange meetings, etc.

MORAL • Advertisers with an eye on the Midwest farm market should keep an ear tuned to availabilities on **WOWO**.. Indiana's most powerful station.



Jay Gould, Farm Director at **WOWO**



Mr. Gould and county agents air discussion of regional farm problems.

WESTINGHOUSE RADIO STATIONS Inc

KYW KDKA KEX WBZ WBZA WOWO
Represented Nationally by NBC Spot Sales, except KEX • KEX Represented Nationally by Paul H. Raymer Co.

Advt. No. 89—7 x 10—Tide—July 5; Printers' Ink—July 5; Broadcasting—July 22; Sales Management—August 1; Advertising Age—August 26; Drug Trade News—August 26; Advertising & Selling—August, 1946

Media and Agency News

NEWSPAPERS

Continuity of newspaper advertising and frequency of insertion are credited by the H. J. Heinz Co. with sending their sales of vinegar last year to an all-time high in the company's 76-year history. The story is told in a booklet just published by the Bureau of Advertising, American Newspaper Publishers Association. Heinz's vinegar campaign appeared in nearly 600 daily newspapers throughout the Nation. Advertisements measuring 150 lines were run twice-a-week for 13 consecutive weeks. Newspaper advertising accounted for 75% of the total expenditure. A check at the end of the 13-week period showed that consumers had bought 35% more salad vinegar and 32% more pickling vinegar than ever before in the company's history.



EDMUND F. JEWELL returns from the Navy to be advertising director of the *Washington Times-Herald*.

The Minneapolis Star is the new name of *The Minneapolis Star-Journal* (evening). The change has been made, announces the Minneapolis Star-Journal and Tribune Co., in response to public choice and preference. Surveys have shown that the old name is too long and confusing for many readers. The names of the company's morning and Sunday papers remain the same.

A new tabloid section will replace on October 13 this year the *Chicago Sunday Tribune's* standard size, magazine type section which was in-

troduced in 1932. The new tabloid section will be printed by the same rotogravure method utilized by the present Color Graphic section. Advertising may be in monotone and in four colors. In the new size, 11 color pages will be available to advertisers in a 24-page section and 15 color pages in a 32-page section. Color may be had in page size only.

•

Richard G. Lundgren returns from four years service with the U. S. Navy to the *Rockford Morning Star* and the *Rockford Register-Republic*, Rockford, Ill., and is now in charge of "Plant City" advertising, a newly created division of the Advertising Department. Before entering service Mr. Lundgren was national advertising manager for these newspapers.

MAGAZINES

Effective January 1, 1947, *Newsweek* announces new advertising rates and a new circulation guarantee of 700,000. . . . *Town & Country*, current issue, is carrying 40 pages of fur advertising, a record for one issue. . . . William Plumer Jacobs, publisher of Jacobs Sports Magazines, announces the appointment of C. P. Binner as executive vice-president of the publishing house. . . . James H. Sachs is appointed assistant to the publisher and business manager of *Young America* and *Young America Teacher*; he will also serve



WALTER DAVENPORT, on the staff of *Collier's* as associate editor since 1925, is appointed editor.

as assistant to the president and business manager of *Young America Films, Inc.* . . . *The Atlantic Monthly* names Joseph C. Wahler special advertising representative with headquarters in New York City.



FRANKLIN H. JOHNSON forms the Johnson Business Papers to publish *Product Design & Development*.

New Magazines: *Life International*, newest addition to the export publishing operations of Time, Inc., is now reaching 70-odd countries throughout the world. Published fortnightly in English, *Life International's* initial circulation is in excess of 200,000 copies, according to C. D. Jackson, managing-director of *Time-Life International*. Purpose of the new publication, Mr. Jackson explains, is to increase world understanding of American news and opinion and to help raise world-wide living standards by bolstering U. S. imports and exports. Significant to advertising circles is the percentage of accounts in the first issue who are new to international marketing. Thirty percent are newcomers to world trade. The bulk of the publication is printed on rotogravure presses with four letterpress inserts and cover. The magazine is being shipped to practically every country abroad by boat. Its newsstand price will be the local currency equivalent of 25 cents in America and its subscription rates vary from \$5.00 to \$6.50 a year depending upon international postal rates.

•

New York Radio, a radio program information magazine, is announced by C. Nelson Schrader, president of Radio Program Information, Inc. The 36-page weekly will be distributed throughout the metropolitan area via newsstands at 10 cents a copy, and by \$3.00 subscriptions. It will contain listings and descriptions of all radio programs broadcast by 10 leading New York radio stations and

will include television and FM schedules. Initial distribution will be 25,000. Six pages of advertising space in the magazine are offered to broadcasters, sponsors, and the radio industry; no general advertising will be accepted. All members of the staff are Army and Navy veterans and have radio, advertising, newspaper, magazine and public relations backgrounds.

•

True Police Cases is the announced title of Fawcett Publications' new slick detective magazine which will go on sale the 23rd of this month. Horace B. Brown is the editor, and Lewis J. Valentine, former police commissioner of New York City, and Lewis E. Lawes, former warden of Sing Sing Prison, are members of the magazine's editorial board.

•

Sport, the Macfadden Publications, Inc., magazine, scheduled to debut August 28, will contain a men's fashion section devoted to helping sports fans select the proper clothes to wear at various sporting events.

Disc, a publication for record fans, is now on the stands with its initial print order of 200,000 selling for 25 cents a copy. It's published monthly by Triad Magazines, Inc., and is distributed by Fawcett Distributing Co. The 64-page magazine contains stories on favorite recording artists, articles by some of them, and picture stories of old time recording stars. Regular monthly departments include: "Music Appreciation," "Dictionary of Popular Artists," "Reviews," "Movies," "The Story Behind The Song," "Hot Jazz," two gossip columns, and "In And Out Of The Studios."

BUSINESS MAGAZINES

Wood, an industrial monthly, to be published by the Vance Publishing Corp., Chicago, will make its debut this September. "The forest products industry represents an annual business upward of \$4 billion and spends over \$2 billion," states Herbert A. Vance, the publisher. *American Lumberman*, another of our publications, has received thousands of letters from manufacturers asking questions about wood use that are

outside the editorial scope of that magazine." Editorially, *Wood* will spread-eagle its name-field from the forest harvest to all methods and products derived from wood, whether lumber, paper, or chemical. It will carry articles, semi-technical in nature, rather than news items. Its audience (controlled circulation) will be among the commercial producers and users of wood in all categories.

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Organization of the Rogers Publishing Co. to publish a new national engineering magazine is announced by Thomas A. Rogers, Detroit.

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Starting September, the Colorado State Chamber of Commerce will publish its own official magazine, *Colorado Business*. Circulation to State Chamber members and to members of local chambers of commerce throughout the State is intended to provide comprehensive business, civic and industrial coverage. *Colorado Business* will be edited by Edward A. Sampson, former divisional advertising manager for Du Pont, in Wil-

Territories Open For Live Wire Salesmen

Advertising That Reminds in

Billfolds • Key Cases • Pocket Secretaries • Desk Secretaries • Etc.

Give Details and References

All Correspondence will be regarded as confidential

Advertising Corporation of America
Two Park Avenue

New York 16, N. Y.

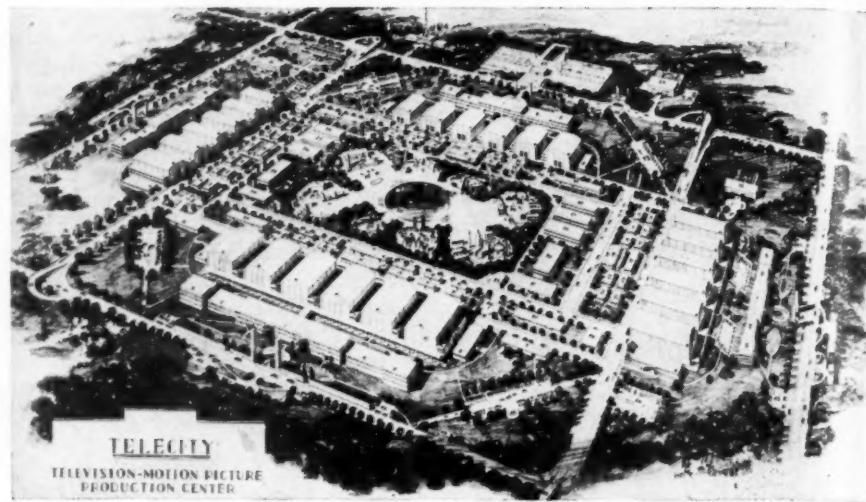
mington, Del. The magazine will sell for 25 cents a copy, \$2.00 yearly subscription. Its combination controlled and paid circulation is guaranteed to be 4,000.

TELEVISION

Plans for the construction of a 60 million dollar "Telecity" as a television motion picture production center in the New York metropolitan area, for networks, radio and telecasting stations, national advertisers, advertising agencies, and independent producers has been announced by Louis B. Elliman. Business and technical management has been secured and adequate financing assured, according to Mr. Elliman. "Telecity" will be built on approximately 1,000 acres," Mr. Elliman said. "There will be 24 large motion picture studios, plus every type of maintenance building, including a complete film laboratory and all the equipment and services required for motion picture production."

The recent addition to WBKB to its television line-up marks the American Broadcasting Co. as the first to program for video over five stations and the only radio broadcaster with a regular television schedule in Chicago.

The Television Broadcasters Association, Inc., announces that the second Television Conference and Exhibition will be held at the Waldorf-Astoria Hotel, New York City, October 10-11, 1946. The T. B. A. announcement states that "the two-day event is open to all interested persons and is expected to bring together persons and organizations from all fields sharing interest in the progress of television—broadcasters,



"TELECITY" . . . a \$60,000,000 television motion picture production center, covering 1,000 acres in the New York metropolitan area, is planned for its use by networks, radio and telecasting stations, national advertisers, advertising agencies and independent producers.

manufacturers, advertising agencies, production concerns, etc." Further information and registration may be secured from Mr. Ralph B. Austrian, chairman of the organization, Suite 1038, 500 Fifth Avenue, New York 18, N. Y.

Station WWJ will be the first newspaper-owned radio station to enter the television field. Under the terms of the construction permit granted by the FCC, *The Detroit News* station is required to be in operation by November 15, 1946. The Allen B. Du Mont Laboratories, Inc., have agreed to complete construction and installation by that time.

AGENCIES

The New York office of the J. Walter Thompson Co. is now conducting an intensive research on the manufactured jute market in America. The research will be aimed at gathering information that will be of practical value to the jute manufacturing industry in India. The agency's Calcutta office has instituted the research on behalf of the Indian Jute Growers Association.

William H. Conine is named vice-president of McCann-Erickson. . . . Grant Advertising, Inc., appoints Joseph R. Bracken, Storrs J. Case and John M. Handley, vice-presidents; Sanford S. Clark joins this agency as special merchandising executive. . . . John P. Cohane is elected vice-president, director and secretary

of Sullivan, Stauffer, Colwell & Bayles, Inc., and Daniel J. O'Meara resigns from Ruthrauff & Ryan, Inc. to join the new agency as head of its Merchandising Department. . . . Joseph Leopold is appointed vice-president and director of copy for Federal Advertising Agency. . . . Max Green is elected vice-president and member of the executive board of A. W. Lewin Co. . . . William D. Laurie, Jr., is named vice-president of Maxon, Inc.

At Ruthrauff & Ryan, Inc., Bob Ballin, Michael F. Mahonev, and Charles T. Ayers have recently been named vice-presidents; Merritt W. Barnum and Willson Tuttle, co-directors of the Radio Department; while Thomas W. Richey joins the agency's executive staff and will specialize in food and grocery accounts.

Charles E. Cunningham, John P. Eldridge and Nelson J. Ross have formed a partnership to handle public relations and sales promotion for a limited number of industrial clients. The firm, known as Cunningham, Eldridge & Ross, is located in Philadelphia.

Accounts: L. E. McGivern & Co., Inc., is appointed by The Yale & Towne Manufacturing Co. to handle the new line of electrical appliances which the company has announced it will market beginning this fall. . . . Beech Aircraft Corp. to Erwin, Wasey & Co., Inc. . . . The Fruehauf Trailer Co. to Kudner



REGGIE MORGAN, radio commercial department head, Ruthrauff & Ryan, Inc., becomes vice-president.

Agency, Inc. . . . Roberto Berlin-giere, S. A., automobile distributor in Buenos Aires, Argentina, to McCann-Erickson, Inc. . . . G. Krueger Brewing Co. to Benton & Bowles, Inc. . . . Fisher Plastics Corp. and Fisher Products Corp. to Harold Cabot & Co., Inc. . . . Grocery Store Products Sales Co., Inc., packager of "Cream of Rice," "B In B Mushrooms," and "Kitchen Bouquet," to Ted Bates, Inc. . . . Newsweek to Duane-Jones Co., Inc. . . . Huyler's to Hanly, Hicks & Montgomery, Inc. . . . John Hand & Sons, Inc., makers of fine fabrics, to Baker & Hosking, Inc., to inaugurate a new merchandising, advertising and promotion program. . . . Wallace and Associates, Inc., to William von Zehle and Co.

. . . J. M. Mathes, Inc., resigns in November from the men's razor portion of Eversharp Schick Injector Razor account. The agency will handle all women's razor advertising, scheduled to break early in 1947. . . . Cape Cod Farms, Inc., Old Quebec Soup Co., Venus Baking Co., and the Deran Confectionery Co., Inc., to Ingalls-Minter Co.



ROBERT T. COLWELL, new partner, creative and copy head, Sullivan, Stauffer, Colwell & Bayles, Inc.

RADIO

To acquaint the advertising industry with the uses of the Broadcast Measurement Bureau's forthcoming radio station and network audience reports, B. M. B. is holding a series of pre-publication clinics at its headquarters in New York City, each Wednesday afternoon for a period of six weeks. Invited are advertisers, their sales executives and advertising managers, advertising agencies, radio stations, networks and station representatives. The clinics will analyze this first uniform measurement of station and network audiences in the history of broadcasting for which \$1,230,000 has been subscribed by 700 stations and the four major networks.

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IN SCHENECTADY

THE

GAZETTE

ALWAYS LEADS

1st in circulation by
1,497*

1st in total advertising by
516,554 lines**

* 3 months ended March 31, 1946
** 5 months ended May 31, 1946

REYNOLDS-FITZGERALD, Inc., Natl. Representatives

WBNS FOR A GOOD PULL

For Example
HOOPERATING
COLUMBUS, OHIO
Fall-Winter '45-'46
DR. CHRISTIAN
22.3
ASK ANY
BLAIR MAN

COLUMBUS

Burlington

VERMONT'S LEADING FOOD MARKET
FOR COMPLETE COVERAGE USE
The Burlington Free Press
RETAIL SALES
BURLINGTON, VT.
\$28 MILLION PLUS

Readers' Service Can Furnish These Reprints

Send order with remittance to Readers' Service Bureau, SALES MANAGEMENT, 386 Fourth Ave., New York 16, N. Y. These reprints may be ordered by number.

ADVERTISING

123—A Potent New Sales: "Plus;" Flame-proofing, by Etna M. Kelley, (Price 5c)

121—The \$8,000,000,000 Textile Industry; Is It Ripe for Brand Name Promotion? A portfolio of the 19-article series by James C. Cumming. (Price 25c)

106—The Job of the Advertising Department. (Price 5c)

85—Why Big Advertisers Are Stressing The Story of Their Trade-Marks, by Philip Salisbury. (Price 5c)

MANPOWER PROBLEMS

127—"Dollar-Hour" Travel Costs for Air, Rail, Bus Transportation. (Price 5c)

126—What Makes a Star Salesman Tick? by Jack Lacy. (Price 5c)

124—What Type of Salesman Makes the Biggest Hit with Buyers? by Norman R. Catharin. (Price 5c)

116—Frame Your Compensation Plan

to Encourage More Selective Selling, by Kevin J. Solon. (Price 5c)

112—Six Sound Reasons Why You Should Use A Patterned Interview in Hiring Men, by Robert N. McMurry. (Price 5c)

111—Salesmen's Expenses Now Running Over 30% Higher than Pre-War Level. (Price 5c)

110—A Four-Pronged Plan for Recruiting The Post-War Selling Force, by Harold D. Laidley. (Price 5c)

105—Nineteen Questions About Appropriate Testing. (Price 3c)

101—Security - Opportunity - Recognition: Basic Factors in Salesmen's Morale, by Edward McSweeney. (Price 5c)

87—How and Why U. S. Rubber Adopted Conference Training for Salesmen, by A. B. Ecke. (Price 5c)

PUBLIC RELATIONS

112—How to Hold a Press Conference—A Primer for Management Men, by James W. Irwin. (Price 5c)

REFERENCE TOOLS

125—N. Y. Buying Groups Increase Department Store Memberships in 1946. (Seventeen principal retail store groups and their national membership in principal cities.) (Price 10c)

117—A Selected Reading List for Professional Salesmen, by Dr. James F. Bender. (Price 5c)

103—A Time Saver List of Sources for Maps for Sales Executives. (Price 10c)

89—A Selected List of Information Sources for the Business Man. Compiled by W. C. Hansen. (Price 10c)

84—A Selected Reading List for Sales Executives and Their Salesmen. (Price 10c)

RESEARCH

93—The Bureau of Foreign and Domestic Commerce—How It Can Help You, by A. R. Hahn. (Price 10c)

83—New Marketing Opportunities I See Developing in the South, by Paul W. Chapman. (Price 5c)

SALES MANAGEMENT

120—Millions of Jobs, but Only If We SELL!...SELL!...SELL!... by William A. Matheson. (Price 5c)

118—New Management Patterns to Meet Tomorrow's Scramble for Sales, by Burton Bigelow. (Price 10c)

107—The Job of the Sales Department. (a chart) (Price 5c)

82—7 Major Trends to Watch in Post-War Distribution, by Burton Bigelow. (Price 5c)

SELLING AS A CAREER

122—Careers in Sales What Have They to Offer to Youth? (Price 5c)

95—GI Joe Asks "Shall I Seek a Career In Selling After The War?" by Burton Bigelow. (Price 5c)

SALES MANAGEMENT



Eclipsing all other New Hampshire papers in circulation, the Manchester Union-Leader sheds its influence over the entire State. With news written the way New Hampshire people like it, on subjects close to their lives, the Union-Leader is the most widely read newspaper in the State. Read by one-in-every-three families in New Hampshire . . . by more than 68% of the families in the Six County Primary Trading Zones. Few national Metropolitan dailies can match the proven claim of the Union-Leader . . . that it truly "Covers-the-State."

FACTS!

An "A" Schedule Market!

More factories are moving in . . . new industries . . . plus accelerated expansion of long established industries.

Chamber of Commerce reports largest payroll period in history of the city. Retail Sales at new high.

Write today for portfolio "Manchester, Your Test City."

Manchester Union-Leader, the State's Metropolitan daily . . . now over 43,000 circulation.

the MANCHESTER
UNION-LEADER
MANCHESTER, NEW HAMPSHIRE

NATIONALLY REPRESENTED BY GEORGE A. MCDEVITT COMPANY

New Books for Marketing Men

The Personnel Program of Jack & Heintz, by Roswell Ward. Published by Harper & Brothers, New York City. Price \$2.00.

Labor-Management Economics, by W. V. Owen. Published by The Ronald Press Co., New York City. Price \$2.00

Every employer always has the problems of industrial relations. As varied and explosive as human beings themselves, their mastery is one of the first requisites of a healthy business.

The scope of the field is indicated by the books listed above. Their aim is identical: To help employers solve their own industrial relations problems. But the approach and point-of-view differ so radically as to suggest alien spheres.

Mr. Ward's study of Jack & Heintz takes its readers inside a company which has been the subject of hot controversy. All its plants and personnel were open to his experienced scrutiny and he seems to have fully exploited his opportunities.

The essence of the Jack & Heintz program lies in the term "associates" used for all who work in the plants. Running through every personnel policy, from rest periods to counseling activities, is the streak of consideration for fellow workers as human beings with the same needs, worries, and desires as the big boys in the front office. Thus, though the gulf between people's abilities and contributions is acknowledged and men are differentiated from each other by the amount in their pay envelopes, Bill Jack and Ralph Heintz remember themselves as bench workers. They were less skilled then and made less money but they were just as much human beings who resented directions about when they might smoke, rest, have a cup of coffee, join a union. Out of freedom in such matters, out of respect for and confidence in associates as human beings, has grown an industrial experiment which, according to Mr. Ward, can light the way over the quicksilver gulf between management and the workers who carry out its directives.

Mr. Owen, Professor of Economics at Purdue University, sets the labor-management question in its economic perspective. He believes that "A clearer comprehension of the economics related directly and indirectly to the problems of management and labor relations will provide a guiding framework for management and labor policy and program making."

Written in simple outline form, his primer aims to bring the factors together by pointing out the economic forces which influence and control wage scales, profits, labor's bargaining position, risk taking, importance of reserve funds, and many other factors. In the second part, he sets both management and labor problems in the larger economic frame-

work and discusses the effect of technological change, migratory populations, the price level, free competitive conditions and controls.

A thorough reading of this book by management and union leaders could help clear some of the fog over our present industrial scene.

Annual Reports: How to Plan and Write Them, by Beatrice K. Tolleris. Published by National Publicity Council, New York City. Price \$1.00.

The National Publicity Council aims to help health and welfare agencies throughout the country present their story to the public most effectively. The report problem of these services is far more acute than that of manufacturers with products to sell. Social agencies have no product exclusive of the service they give to the community. And their chief selling tool is the annual report. If that doesn't make the grade, con-

tributions will be curtailed and the agency will shrink or die.

For this reason, *Annual Reports* has a lot to tell report makers other than those in welfare work. Its brass tacks presentation covers every step of report making with suggestions and examples from agency reports. Though the point-of-view may at first seem strange, it in no way detracts from the book's usefulness.

Publications Issued to Employes, prepared by the Association of National Advertisers, Inc., New York City. Price \$2.00.

The A.N.A. here does for its members, and other interested companies, much what the Publicity Council does in the book reviewed above. This work includes more pictorial material and is chock-full of citations from effective house organs, hand books and special purpose booklets. A.N.A. studied more than 325 company publications, culled them for high spots, presents the best here.



"Oh, take that cigar out of your mouth, will you?"

HIGH SPOT CITIES

Retail Sales and Services Forecast for August, 1946

Momentarily at least, the retail index figure seems to be stabilizing around a 95% increase in dollar volume over the corresponding 1939 month. Manufacturers' and wholesalers' salesmen and retail merchants report a growing consumer resistance to high prices and indifferent quality. The demand for consumer durables, however, is so great that the total volume remains high.

Watch Arizona cities. They are beginning to climb rapidly and both Tucson and Phoenix are now in the list of 15 leading in "city index." The top 15 are in order: San Diego, 342.0; San Jose, 320.2; Wichita, 312.3; Miami, 308.2; Portsmouth, Va., 307.4; Tucson, 300.1; Topeka, 298.0; Oakland, 290.1; Honolulu, 286.7; Fresno, 281.2; Pasadena, 267.4; Albuquerque, 263.5; Phoenix, 263.0; Durham, 261.5; Tampa, 261.5.



Sales Management's Research and Statistical Department has maintained for several years a running chart of the business progress of approximately 200 of the leading market centers of the country. Some important cities are omitted because month-to-month data on their bank

debits are not available. These bank debits reflect 95% of all commercial activities, are the most reliable indicators of economic trends, and are used as a basic factor in SM's estimating.

The estimates cover the expected dollar figure for all retail activity, which includes not only retail store sales as defined by the Bureau of the Census, but also receipts from business service establishments, amusements and hotels. These last three items are forms of retail expenditure which belong in the grand total, since they are just as much examples of retail expenditures as the purchase of coffee in a food store or apparel in a clothing store.

Two index figures are given, the first called, "City Index." This shows the ratio between the sales volume for this year's month and the comparable 1939 month. A figure of 175.0, for example, means that total retail sales and services in the city for the month indicated will show a probable increase of 75% over the similar 1939 month. . . . The second column, "City-National Index," relates that city to the total probable national change for the same period. A city may have a sizable gain over its own past, but the rate of gain may

be less than that of the Nation. All figures in the second column above 100, indicate cities where the change is more favorable than that for the U.S.A. The City-National figure is derived by dividing the index figure of the city by that of the Nation. The third column, "\$ Millions" gives the total amount of retail sales and services estimate for the same month as is used in the index columns. Like all estimates of what will happen in the future, both the index and the dollar figures can, at best, be only good approximations, since they are necessarily projections of existing trends. Of greater importance than the precise index of dollar figures is the general ranking of the city, either as to percentage gain or total size of market as compared with other cities.

In studying these tables three primary points should be kept in mind.

1. How does the city stand in relation to its 1939 month? If the "City Index" is above 100, it is doing more business than in 1939. This is currently true of all 200 cities.

2. How does the city stand in relation to the Nation? If the "City National Index" is above 100, it means that the city's retail activity is more favorable than that of the Nation as a whole.

3. How big a market is it? The dollar volume reflects quantity of expenditures for sales and services. In the tables readers will find many medium-size cities with big percentage gains but small dollar expenditures, many big cities with small percentage gains but big dollar expenditures.

(These exclusive estimates of retail sales and services are fully protected by copyright. They must not be reproduced in printed form, in whole or in part, without written permission from Sales Management.)

★ Cities marked with a star are Preferred-Cities-of-the-Month, with a level of sales compared with the same month in 1939 which equals or exceeds the national change.

RETAIL SALES AND SERVICES
(*SM Forecast for August, 1946*)
City
City Nat'l %
Index Index Millions

UNITED STATES

195.0 100.0 \$8100.00

Alabama

★ Mobile	214.3	109.9	9.35
★ Birmingham	210.0	107.7	24.90
Montgomery	186.0	95.4	6.10

(Continued on page 124)

Suggested Uses for This Index

- (a) Special advertising and promotion drives in spot cities.
- (b) A guide for your branch and district managers.
- (c) Revising sales quotas.
- (d) Basis of letters for stimulating salesmen and forestalling their alibis.
- (e) Checking actual performance against potentials.
- (f) Determining where drives should be localized.

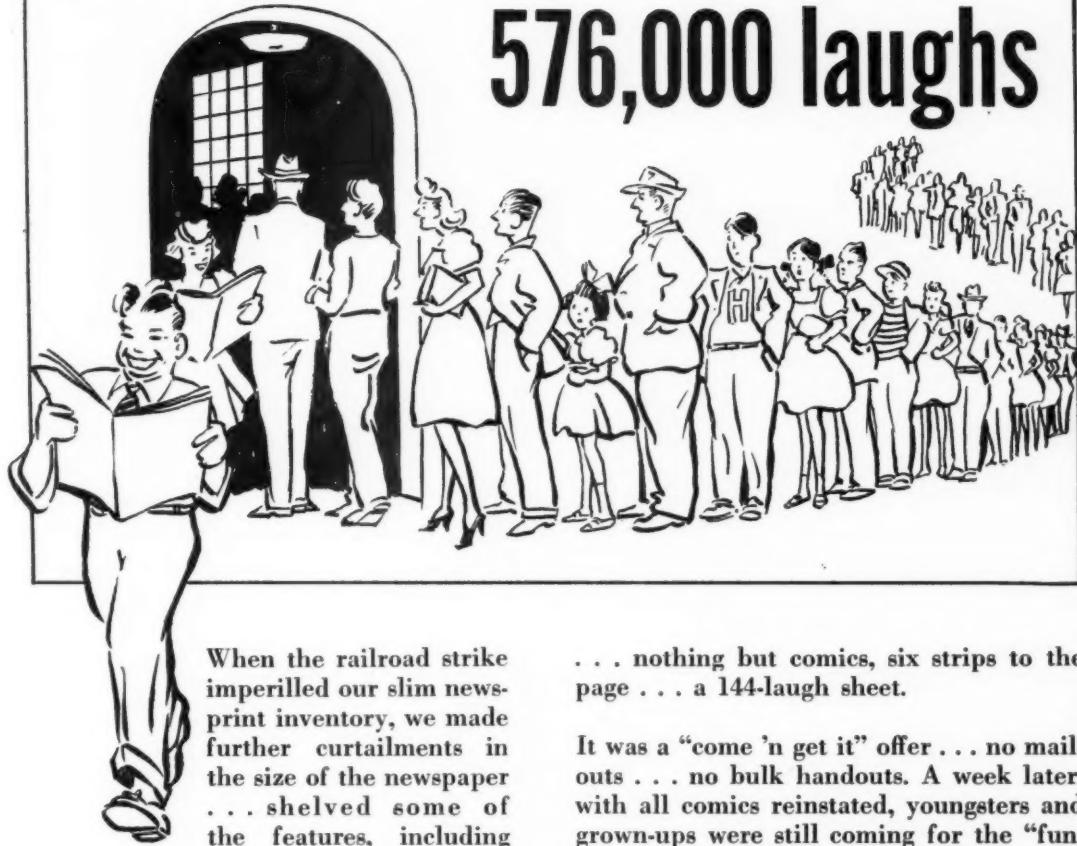
As a special Service

this magazine will mail 20 days in advance of publication, a mimeographed list giving estimates of Retail Sales and Services volumes and percentages for approximately 200 cities. The price is \$1.00 per year.

Speaking of Shortages

WE FILLED A PENT-UP DEMAND FOR

576,000 laughs



When the railroad strike imperilled our slim newsprint inventory, we made further curtailments in the size of the newspaper . . . shelved some of the features, including comics.

That rang the bell . . . telephone bell, that is. Despite editorial explanation and apology, the fans started calling . . . moms, pops, kiddies, teen-agers and 'ty-agers . . . complaining, chiding, cajoling . . . crying for their favorite comics.

Wednesday, June 12, we announced that the vacationing comics would return the following Monday . . . after a four-week absence; that we had printed a 24-page tabloid of the suspended strips. Not a word of advertising of any kind in the tabloid

. . . nothing but comics, six strips to the page . . . a 144-laugh sheet.

It was a "come 'n get it" offer . . . no mail-outs . . . no bulk handouts. A week later, with all comics reinstated, youngsters and grown-ups were still coming for the "funnies" . . . total distribution went over the 4000-mark.

These events point to (1) reader response of a high order; (2) this newspaper's adeptness at sensing readers' interests and matching them with apt news and feature selections; (3) this newspaper's emphasis on service; (4) a top-notch advertising medium in a top-notch market.*

*Hempstead Town outranked all New York Cities in Sales Management's High-Spot Cities, June, July and August. August retail sales volume, \$25,000,000.

Nassau Daily Review-Star
LONG ISLAND'S GREATEST NEWSPAPER

Published daily, except Sunday—4c a copy
HEMPSTEAD TOWN, LONG ISLAND, N. Y.

Executive Offices: ROCKVILLE CENTRE, N. Y.

Nat'l. Rep.: LORENZEN & THOMPSON, Inc., New York, Chicago, St. Louis, San Francisco, Los Angeles, Detroit, Cincinnati, Kansas City, Atlanta

Have You Tried To Buy a Suit?

Woonsocket woolen textile mills will be busy for months to come, turning out cloth to meet the tremendous pent-up demand.

The wise advertiser will cash in with consistent advertising in The Woonsocket Call, which has complete coverage in this plus city in busy industrial New England.

THE WOONSOCKET CALL AND EVENING REPORTER

Woonsocket, R. I.

P. S. Contracts already signed with our local independent textile union carry through until early 1947. That means steady production—and steady wages.



The \$20,463,000.00 annually spent in Chester for food is definite proof that here is a market worth cultivating...an opportunity to reach a buying power that lives in Chester, buys in Chester, and reads the Chester Times—a home newspaper with 135,000 readers.

* Sales Management's "Survey of Buying Power in Pennsylvania"

DELAWARE COUNTY'S ONLY
DAILY NEWSPAPER



ALFRED G. HILL, Publisher

C. L. EANES, General Manager

DON MCKAY, Local Advertising Manager
Nationally Represented by STORY, BROOKS & FINLEY

HIGH SPOT CITIES

RETAIL SALES AND SERVICES (SM Forecast for August, 1946)

City
Index Nat'l \$
Index Millions

Arizona

★ Tucson	300.1	153.8	11.50
★ Phoenix	263.0	134.9	7.05

Arkansas

★ Fort Smith	225.0	115.4	5.07
Little Rock	186.5	95.6	12.00

California

★ San Diego	342.0	175.4	27.25
★ San Jose	320.2	164.2	11.65
★ Oakland	290.1	148.8	46.30
★ Fresno	281.2	144.2	11.55
★ Pasadena	267.4	137.1	10.75
★ Long Beach	257.3	131.9	25.68
★ Los Angeles	252.6	129.5	161.75
★ San Bernardino	247.3	126.8	6.00
★ Berkeley	245.0	125.6	8.15
★ Stockton	244.2	125.2	5.80
★ San Francisco	196.2	100.6	65.00
★ Santa Barbara	195.5	100.3	6.94
Sacramento	183.5	94.1	12.08

Colorado

★ Denver	210.1	107.7	35.80
Colorado Springs	192.6	98.8	5.00
Pueblo	182.0	93.3	3.91

Connecticut

Stamford	177.1	90.8	7.35
New Haven	162.7	83.4	17.00
Hartford	160.4	82.3	23.75
Bridgeport	159.5	81.8	16.78
Waterbury	146.8	75.3	8.90

Delaware

Wilmington	165.0	84.6	16.95
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District of Columbia

Washington	188.0	96.4	92.65
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Florida

★ Miami	308.2	158.1	30.45
★ Tampa	261.5	134.1	10.07
★ Jacksonville	218.1	111.8	13.50

Georgia

★ Macon	243.2	124.7	5.11
★ Columbus	241.6	123.9	5.00
★ Atlanta	234.3	120.2	37.50
★ Savannah	229.5	117.7	7.68
★ Albany	212.5	109.0	1.75
Augusta	187.4	96.1	5.04

Hawaii

★ Honolulu	286.7	147.0	35.00
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Idaho

★ Boise	223.5	114.6	5.10
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Illinois

★ Rockford	235.0	120.5	8.25
★ Peoria	195.2	100.1	11.30
Chicago	182.3	93.5	248.65
East St. Louis	168.1	86.2	5.45
Springfield	163.5	83.8	6.40
Moline-Rock Island-E. Moline	162.4	83.3	6.84

RETAIL SALES AND SERVICES (SM Forecast for August, 1946)

City
Index Nat'l \$
Index Millions

Indiana

★ South Bend	218.4	112.0	10.50
★ Fort Wayne	215.1	110.3	11.20
★ Evansville	200.0	102.6	9.85
Gary	191.3	98.1	9.25
Indianapolis	181.0	92.8	35.00
Terre Haute	178.0	91.3	7.00

Iowa

★ Sioux City	222.6	114.2	7.98
Des Moines	190.5	97.7	17.25
Cedar Rapids	180.0	92.3	6.88
Davenport	179.2	91.9	5.75

Kansas

★ Wichita	312.3	160.2	17.00
Topeka	298.0	152.8	7.55
Kansas City	223.7	114.7	10.65

Kentucky

★ Louisville	200.5	102.8	31.85
Lexington	191.4	98.2	7.05

Louisiana

New Orleans	173.5	89.0	33.25
Shreveport	166.4	85.3	9.05

Maine

★ Bangor	201.3	103.2	4.33
Portland	170.0	87.2	9.22

Maryland

★ Baltimore	195.5	100.3	85.96
Cumberland	179.5	92.1	6.00

Massachusetts

★ Holyoke	240.0	123.1	4.90
★ New Bedford	197.3	101.2	8.00
Worcester	175.7	90.1	17.02
Fall River	175.1	89.8	7.15
Lowell	167.5	85.9	7.10
Springfield	164.0	84.1	16.50
Boston	148.6	76.2	77.85

Michigan

★ Lansing	215.0	110.3	10.65
★ Battle Creek	212.5	109.0	6.87
★ Jackson	201.5	103.3	6.10
Kalamazoo	188.7	96.8	8.50
Flint	188.0	96.4	16.45
Grand Rapids	183.5	94.1	17.00
Detroit	182.6	93.6	135.00
Saginaw	172.0	88.2	7.80
Bay City	163.4	83.9	5.25
Muskegon	151.7	77.8	4.85

Minnesota

Minneapolis	185.5	95.1	57.50
St. Paul	179.4	92.0	28.00
Duluth	167.7	86.0	7.95

Mississippi

★ Jackson	240.0	123.1	7.80
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Missouri

★ Springfield	249.6	128.0	5.10
Kansas City	191.3	98.1	12.50
St. Joseph	182.0	93.3	4.85
St. Louis	159.1	81.6	60.75

Montana

★ Billings	197.5	101.3	3.00
Great Falls	187.0	95.9	3.25

Nebraska

★ Omaha	208.0	106.7	20.10
Lincoln	167.4	85.8	6.50

SALES MANAGEMENT

RETAIL SALES AND SERVICES
(SM Forecast for August, 1946)

City
Index
Nat'l
Index
\$
Millions

Nevada

★ Reno 236.3 121.2 5.56

New Hampshire

Manchester 168.0 86.2 5.95

New Jersey

★ Paterson 232.5 119.2 16.85
Passaic 186.2 95.5 7.90
Newark 170.0 87.2 50.65
Camden 160.5 82.3 10.50
Trenton 150.0 76.9 10.75
Jersey City-Hoboken 135.4 69.4 20.15

New Mexico

★ Albuquerque 263.5 135.1 5.15

New York

★ Hempstead Twp. 238.5 122.3 25.00
★ Binghamton 197.0 101.0 8.05
Niagara Falls 185.4 95.1 6.03
Schenectady 183.8 94.3 8.00
Elmira 181.2 92.9 4.50
Rochester 178.0 91.3 27.50
Troy 175.3 89.9 5.00
New York 167.5 85.9 465.00
Jamestown 166.5 85.4 3.25
Syracuse 162.2 83.2 16.85
Albany 156.5 80.3 10.10
Buffalo 154.1 79.0 37.35
Utica 143.2 73.4 7.25

North Carolina

★ Durham 251.5 134.1 6.10
★ Asheville 243.2 124.7 6.75
★ Charlotte 209.0 107.2 11.15
★ Greensboro 206.7 106.0 5.25
Winston-Salem 184.1 94.4 4.95
Raleigh 150.0 76.9 4.00

North Dakota

★ Grand Forks 240.4 123.3 2.75
Fargo 182.7 93.7 4.05

Ohio

★ Akron 241.0 123.6 25.35
★ Dayton 214.4 109.9 24.85
★ Warren 207.8 106.6 4.20
Cleveland 194.5 99.7 85.00
Zanesville 184.1 94.4 3.95
Toledo 181.2 92.9 25.75
Columbus 181.0 92.8 30.05
Canton 180.3 92.5 9.65
Cincinnati 172.1 88.3 47.50
Springfield 169.2 86.8 5.80
Youngstown 167.7 86.0 16.10
Steubenville 152.5 78.2 3.90

Oklahoma

Muskogee 186.0 95.4 3.40
Tulsa 170.0 87.2 15.75
Oklahoma City 167.4 85.8 21.50

Oregon

★ Salem 235.8 120.9 3.94
★ Portland 221.1 113.3 45.60

Pennsylvania

★ Chester 212.5 109.0 6.95
★ York 212.0 108.7 6.50
★ Erie 196.4 100.7 9.15
Altoona 187.5 96.2 6.75
Wilkes-Barre 176.0 90.3 6.80
Allentown 170.7 87.5 8.68
Lancaster 164.2 84.2 6.75
Pittsburgh 163.2 83.7 63.50
Philadelphia 161.5 82.8 150.00

RETAIL SALES AND SERVICES
(SM Forecast for August, 1946)

City
Index
Nat'l
Index
\$
Millions

Pennsylvania (Cont.)

Johnstown 159.1 81.6 6.10
Harrisburg 158.0 81.0 8.50
Williamsport 153.1 78.5 3.71
Scranton 147.1 75.4 8.50
Reading 142.0 72.8 8.75

Rhode Island

Woonsocket 181.1 92.9 4.50
Providence 174.5 89.5 30.15

South Carolina

★ Spartanburg 252.4 129.4 5.00
★ Greenville 227.0 116.4 6.25
★ Charleston 218.2 111.9 6.75
★ Columbia 203.3 104.3 6.50

South Dakota

★ Aberdeen 259.2 132.9 1.60
★ Sioux Falls 227.0 116.4 4.75

Tennessee

★ Knoxville 255.1 130.8 11.85
★ Memphis 210.0 107.7 27.50
★ Nashville 207.2 106.3 14.35
Chattanooga 186.3 95.5 10.48

Texas

★ Corpus Christi 230.4 118.2 7.15
★ San Antonio 230.0 117.9 19.75
★ Houston 229.8 117.8 40.50
★ Fort Worth 227.0 116.4 19.25
★ El Paso 227.0 116.4 7.15
★ Waco 222.9 114.3 4.86
★ Dallas 221.2 113.4 40.65
★ Wichita Falls 216.1 110.8 4.20
★ Amarillo 212.7 109.1 4.90
★ Austin 212.5 109.0 6.25
★ Beaumont 210.0 107.7 5.50
Galveston 166.7 85.5 5.00

Utah

★ Ogden 238.1 122.1 6.25
Salt Lake City 173.0 88.7 17.50

Vermont

Burlington 163.2 83.7 3.15

Virginia

★ Portsmouth 307.4 157.6 5.10
★ Norfolk 220.3 113.0 15.00
Newport News 183.7 94.2 4.15
Richmond 191.5 93.1 22.50
Roanoke 176.5 90.5 5.96
Lynchburg 150.2 77.0 5.70

Washington

★ Tacoma 252.5 129.5 16.25
★ Seattle 224.6 115.2 51.75
★ Spokane 195.8 100.4 15.67

West Virginia

★ Huntington 198.4 101.7 6.50
Charleston 172.5 88.5 8.25
Wheeling 135.3 69.4 5.75

Wisconsin

★ Milwaukee 219.1 112.4 50.17
★ Sheboygan 201.3 103.2 3.45
★ Superior 199.2 102.2 2.50
★ Madison 198.6 101.8 7.25
★ Green Bay 195.5 100.3 4.90
La Crosse 189.0 96.9 3.85
Manitowoc 184.0 94.4 2.60

Wyoming

★ Cheyenne 210.0 107.7 2.65

The Buyer's Guide to
What's New in Gifts and
Decorative Accessories



Here's how "Gift Preview"
pulls inquiries—sells merchandise

The results are in. Our June issue pulled inquiries—sold merchandise. We received over 1800 replies—requests from buyers for additional information about the 136 items shown in "Gift Preview." Over 1800 requests from buyers who "shopped" through that one June issue. One manufacturer received 154 separate inquiries. Others got 97, 52, 43, 23 replies. And only one of the many items featured failed to pull a reply. The 136 items, advertised and editorialized, averaged 13 replies each. And we have a nice stack of letters telling about Direct Sales resulting from the same June issue of "Gift Preview."

The new method of selling to the
Gift and Decorative Accessory Field.

Every picture . . . every word in "Gift Preview" . . . both Editorial and Advertising, is designed to pull results—to sell goods by helping people buy. That's why manufacturers of gifts and decorative accessories get fast action from its 23,000 readers . . . 23,000 people who buy for Department Stores, Gift Shops, Jewelers (retail), Department Store Jewelry Buyers, Furniture Dealers (retail), House Furnishings Stores, China-Crockery and Glassware, Stationers, Variety Store Headquarters, Drug Chain Headquarters, Mail Order Houses, Sporting Goods and Hardware Chains, Cigar-Tobacco Chains.

Low Advertising Rates

Space in this unusually economical medium is confined to 2 Standard Sizes:

1. 3 3/8" wide x 4 7/8" high 12 times \$80.00
2. 3 3/8" wide x 9 3/4" high 12 times \$160.00

Insertions from 1 to 24 times are based on a proportionate rate.*

Representatives

New York: John H. Muller 386 Fourth Avenue. Tel. Mohawk 4-1760
Chicago: Harry W. Brown 932 Wrigley Building. Tel. Superior 8436
Los Angeles: Jack Hodges 479 South Holt Avenue. Tel. Bradshaw 2-3935
Watertown, Mass.: Albert J. Lake 28 Paul Street Tel. Watertown 4109

* See "Gift Preview" listing in Standard Rate and Data Service for complete rate breakdown.

PREVIEW PUBLISHING CORP.

386 FOURTH AVENUE, NEW YORK 16, N. Y.
TELEPHONE: MOHAWK 4-1760



PARDON US

Some New Customers
Are Waiting For You
if your business is something
to eat or drink

... or something to wear, or just about anything. Here's a market that really responds to the "invitation to buy." For the Negro looks to his race press with confidence and loyalty. Your advertising in these papers can win the response and regular patronage of this 7 billion dollar market. Get the facts on some of the success stories built by advertising in this live field. Drop a letter or post card today to

Interstate United Newspapers, Inc.
545 FIFTH AVENUE, NEW YORK

SALES EXECUTIVE, 50 years old, with both domestic and foreign experience, can be available on 60 to 90 days' notice.

With present employer for ten years, six of which were as Export Manager during which time I traveled extensively. Last four years have been General Sales Manager in charge of all Sales, domestic and foreign, Advertising and Service. Was with previous employer 16 years as combination Export Manager and Assistant Sales Manager. 25 years of real sound business and executive experience, especially in machinery field.

Married, no children. Live in Michigan. Will go any place. Interview can be arranged at your convenience. It will take a five figure income to be of any interest. Prefer a small salary and liberal commission arrangement.

Box 2323, Sales Management, 386 Fourth Ave., New York 16, N. Y.

WANTED! SALES MANAGER ELECTRICAL DEPARTMENT

Largest and oldest electrical wholesaler in New Orleans has this position open NOW! In addition to a starting salary of \$4,800.00 to \$6,000.00 per year (depending upon your experience) this Company offers:

- Old age pension and retirement plan
- Hospitalization and sick benefits
- Group Life Insurance
- Annual Bonus plan
- Vacation with pay

Here is an opportunity for a lifetime connection with wonderful chance for advancement, where the rigors of winter never reach and living conditions are ideal.

Applicant should not be over 40 years of age; have previous selling and wholesale experience in electrical merchandise, supplies, wiring, etc., and be good correspondent.

For interview give age, reference, education and brief outline of past experience in first letter. All replies held strictly confidential.

Box No. 2321, Sales Management, 386 Fourth Ave., New York 16, N. Y.

Need A Competent Adman?

Young department store advertising manager accustomed to setting high water records wishes to tackle a new set of advertising & public relations perplexities. Salary? Your opinion. Box 2326, Sales Management, 386 Fourth Ave., New York 16, N. Y.

SALES EXECUTIVE AVAILABLE

Over 20 years in the building industry. 14 years present employer, 9 years present position. Good record. Age 43. Engineering college. Seeking new connection. Box 2322, Sales Management, 386 Fourth Ave., New York 16, N. Y.

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Excellent opportunity for experienced advertising man to direct and execute regular schedule of merchandising newspaper advertisements for large retail drug organization. This is a permanent proposition for topnotch man who knows all the angles and can produce distinctive, action-getting weekly promotions. Write, stating qualifications, age, references and salary expected. An interview may then be arranged. Write "Retail Druggist," P. O. Box 2993, Charleston, W. Va.

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Sales MANAGEMENT

386 Fourth Avenue, New York 16, N. Y.

COMMENT

JOB ANALYSIS FOR EXECUTIVES, TOO: About twice a week SALES MANAGEMENT receives a letter with some such query as this: "I've just been appointed sales promotion manager for the Blank Manufacturing Co. I've had five years of point-of-sale merchandising experience, and some work in planning and executing direct-mail advertising, but I've never had a sales promotion managership before. What am I supposed to do? Do you have an outline of duties?"

These letters are a symptom of a widespread management weakness. Most companies haven't set down, in black and white, a clear picture of the duties and responsibilities of their various executives. Between the management consulting firms and the sales training experts, we've been hearing more and more about the necessity for job analysis for salesmen*—and just about all the reasons why a salesman's job needs blueprinting are equally applicable to top executives and heads of departments in the home and branch offices.

Suppose a capable salesman is promoted to a branch managership. If he is to make good in his new capacity, he can no longer think like a salesman. He has to begin to think like a *manager*. Yet too often he is given only a blank-check assignment to "go out to Omaha and see what you can do to pull that territory out of the doldrums." If he has management sense and organizing ability, he may make the grade. But with a clear definition of his responsibilities—a job pattern for an efficient branch manager—his work has direction and purpose.

Like many another ought-to-be-done project, that of making a job analysis doesn't get done (1) because the need for it has not been recognized—the management advantages to be derived from it are not appreciated; (2) because it requires time and effort and needs to be done on a custom basis for the individual company. All of us prefer to try to seek out formulas which will circumvent the need for thinking and exertion. Unfortunately, it is impractical (for a magazine like SALES MANAGEMENT, for example) to attempt to develop even a general outline for the various operations in a sales department because duty-patterns vary so much, even within the companies in a single industry.

If you are a president or a general manager, it is our suggestion that you call in two or three department heads and ask them to summarize concisely what their functions are. The hum-er-ah answers will demonstrate, better than anything we can say here, the need for executive job analysis.

And if you are a line officer, and your management has failed to provide you with a job pattern, we suggest that you make one for yourself. Such a clarification will provide a new tool for a critical appraisal of your own management habits and standards.

*See "Hiring Will be Easier—If You Blueprint Your Salesmen's Jobs," by Burton Bigelow and Edwin E. Flemming, in the forthcoming August 15 issue of SALES MANAGEMENT.

Management "by ear" is subject to all the hazards of improvisation. Management by pattern is purposeful.

SALESMEN'S AUTO COSTS: With the article in this issue (see page 74) SALES MANAGEMENT concludes a group of three discussions of the problem of buying transportation for salesmen. The first article showed how to approach the problem, based on the conditions in your own company—the number of men you have in the field, the mileage driven, the territory covered, and so on. The second article showed clearly why flat allowances are likely to be costly, and why they are so often the source of continuous bickering with the field men. The third article is directed primarily to the company operating very small numbers of cars.

Into these three discussions Mr. Runzheimer has packed just about the whole story on salesmen's cars. If you write to SALES MANAGEMENT's Readers' Service Bureau asking whether 6 cents a mile is low or high, we can tell you nothing more than you will find in the three articles we have printed. We know of no way to settle the auto cost problem on a fair and economical basis without some substantially detailed work in cost accounting.

Based on studies made over many years, it seems likely that the company-owned fleet, for a very large company, or possibly for a firm operating a large number of cars in one circumscribed geographical area (Greater New York, for example) *can be* the cheapest method of operation. Under such conditions, and with a centralized and highly efficient method of car cost control, transportation can be bought more cheaply than by any other method.

But by far the larger proportion of companies are of such a size, and their operations are of such a nature, that it seems best to allow the men to own their own cars. In these companies, the net results of cost analysis studies show that only by a separating fixed from variable costs and, preferably, maintaining a cost sheet for every individual car, can economy be achieved and the salesmen reimbursed on a fair basis.

It's hard to understand why so many sales executives are indifferent to the need for closer study of auto costs. In an organization where there are 60 salesmen traveling an average of 35,000 miles a year, a saving of 1 cent per mile in reimbursement means a saving of \$21,000 a year. That isn't small change. And there's a corollary that is far too important to be overlooked: An allowance plan that a salesman feels is unfair to him affects that man's morale and probably encourages him to cheat on his expense account. When he challenges the allowance, the house cannot justify its policy.

The net of the auto question seems to be this: The easy way is the expensive and the troublesome way. By spending a reasonable amount of time and money to get auto cost accounting on a factual, down-to-earth basis, the fighting with salesmen can be eliminated or at least greatly minimized, and the sales budget will reflect true costs instead of somebody's "guesstimate."